

الشرق الأوسط

EUROPE'S BUSINESS NEWSPAPER

# FINANCIAL TIMES

SOVIET UNION

Business sense  
out of chaos

Page 24

D 8523A

FT No. 31,423

THE FINANCIAL TIMES LIMITED 1991

Tuesday April 9 1991

World News

Business Summary

## Party leader in Japan resigns after poll setback

Ichiro Ozawa, the forceful head of Japan's ruling Liberal Democrats, resigned to take the blame for his party's bitter defeat at the hands of the Tokyo governor he tried to oust. Page 24. Analysis, Page 25.

## Reformers elevated China's parliament approved two economic reformers for senior posts. One of them, Zhu Rongji, 62, the mayor of Shanghai, has been dubbed "China's Gorbachev". Page 4.

## Neo-Nazi protest Neo-Nazis chanting "Sieg Heil" and "Poles out" clashed with police in the border town of Frankfurt on Oder as thousands of Poles entered Germany without visas. Page 2.

## Communists win Albania's ruling communists gained a crucial two-thirds majority in parliament by picking up more seats in run-off elections, according to preliminary results. Page 2.

## Premier threatened A man armed with a pellet-firing pistol, who stalked into New Zealand's parliament building intending to harm prime minister Jim Bolger, was held by police.

## Crowd delays trial Several thousand protesters forced a Yugoslav military court to postpone indefinitely the trial of Croatian defence minister Martin Špegelj on charges of plotting an armed rebellion.

## Soldiers arrested Twenty Hungarian soldiers were arrested on suspicion of mutiny after refusing duty they say caused mental and physical stress. Speeding reform, Page 2.

## Palestinian jailed A 28-year-old Palestinian who stabbed four Israeli women to death last month, was jailed for life by an Israeli court. Palestinian freed, Page 4.

## Fire sweeps town A fire that began in the market swept through the town of Meiktila, in northern Burma, killing at least 20 people and destroying 6,000 homes.

## Editor sentenced An Indonesian newspaper editor was sentenced in Jakarta to five years in prison for blas- phemy against Islam because he said certain pop singers were more popular than the religion's founder.

## Warning to Aquino The Philippines' deputy armed forces chief resigned, warning President Corason Aquino that she was inviting military unrest by passing over senior officers in choosing a new chief of staff.

## Changing Finland Finnish president Mauno Koivisto met party officials for talks which could lead to a coalition government that excludes the socialists for the first time in 25 years.

## Spanish petrol strike Spanish motorists faced long queues at the few filling stations left open when 25,000 pump attendants and other staff began a four-day strike.

## Air crash theory The effect of gravity on a pilot's inner ear, creating a false sense of climbing, could have been a factor in several recent light aircraft crashes in Australia, the country's Bureau of Air Safety said.

## Astronaut steps out An astronaut from the US space shuttle Atlantis took a walk outside and shook free a tangled antenna in the first unscheduled emergency repair in space. Second space walk, Page 2.

## Europe wary of funding for Latin America private sector

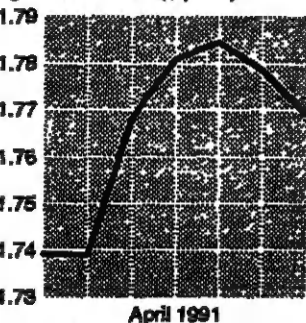
European governments expressed reservations about a US plan which calls on them to provide finance for a new \$1.5bn fund to help the private sector in Latin America. The fund, proposed as part of the Enterprise for Americas initiative launched last year by president George Bush, envisages \$500m each provided over five years by the US, Japan and Europe to provide grants for private sector development in the region. Page 24. Brazil's isolation, Page 3.

ELSEVIER, Dutch publisher, has sold its 8.5 per cent stake in Pearson, UK publishing and banking group and publishers of the Financial Times, for £180m (\$300m) to a banking consortium for placement with institutional investors. The 22m shares were bought for £7.54 each by Cazenove, Smith New Court and Swiss Bank Corp and placed with investors for £7.82. Page 25; Pearson writes down \$71m cash investment in BskyB, Page 26.

DOLLAR finished in Europe above Friday's levels in subdued trading. Sterling fell against the dollar, losing 95 pips to \$1.7693. Currencies, Page 42.

### Sterling

Against the dollar (\$ per £)



Source: Datastream

Markets: Frankfurt had a dull day with isolated bright spots. The Dax index fell 8.92 to 1,579.95 on volume down from 1,615.5m to 1,464.6m. Paris was quieter after last week's arbitrage activity, with turnover subsiding from Friday's FF3.5bn. The CAC 40 index closed down 4.14 at 1,847.57. In Tokyo the Nikkei average closed 159.86 lower at 28,807.85 on volume down from 550m to 500m shares with activity centring on dealer and individual trading. In New York, share prices were little changed in early trading amid uncertainty about whether the Fed will cut interest rates and anxiety ahead of the coming quarterly corporate earnings season. At 1.30pm the Dow Jones Industrial Average was up 1.45 at 2,898.27. World Stock Market reports, Back Page, Section II.

NACHETTE, French publishing and broadcasting group, has frozen a FF1.95bn (\$60m) block of its shares owned by a company with Iraqi links. Page 24.

PLANS to raise insurance premiums paid by US banks to shore up the federal fund which protects depositors could result in a cut in lending and delay the end of the recession. Page 3.

YVES Saint Laurent, French fashion and perfume group, saw profits rise 12 per cent to FF2.52bn (\$45m) last year from FF2.25bn. Page 26.

MONSANTO, US chemical company, has agreed to sell most of its animal feed ingredients business and related assets to Mitsu & Co. Japanese trading house, and Nippon Soda, a Japanese chemical company, for around \$300m. Page 28.

SAPPORO Breweries, Japanese brewing group, is to issue warrant bonds worth ¥46.5bn (\$334m) later this month, with a maturity set for April 1999, the first Japanese warrant bond issue since Nikkei's ¥20bn last October. Page 28.

European Community leaders back haven • US pledges aid • Kuwait extends vote

## Britain proposes Kurdish enclave in northern Iraq

By David Gardner in Luxembourg

BRITAIN yesterday called for the creation of an enclave in northern Iraq under UN protection to provide a haven for Kurdish refugees from president Saddam Hussein's army. The proposal, put forward by Mr John Major, the UK prime minister, to fellow European Community heads of government at a special summit in Luxembourg, envisages the possible use of force to ensure a safe territory for the Kurds. "We would hope there was no need to enforce it," a British official said, but if the Saddam refused to honour his offer of an amnesty for the Kurds "we would have to think about using force".

British officials at the summit said Sir David Hannay, Britain's ambassador to the United Nations, would be putting the plan to an informal meeting of the Security Council following talks with Mr Javier Pérez de Cuellar, UN secretary-general. The summit leaders were last night said by EC officials to be strongly behind the enclave plan, a version of which was hinted at over the weekend by Mr Dick Cheney, the US defence secretary.

Mr Major also called for a substantial aid package for the Kurds. The prime minister told his colleagues in Luxembourg: "We cannot just dress the wounds of the Kurdish people. We have to try to put a stop to the blood letting of Saddam Hussein."

The legal basis envisaged for any use of force to provide a safe haven for the Kurds would be Security Council resolution 688 - mandating the UN to



UK prime minister John Major (right) with Belgian premier Wilfried Martens

take further steps to secure peace and security in the area and 687, which empowers the council to secure immediate cessation of hostilities, and to do everything to help the civilian population in the region.

British officials said Mr Major had not discussed the idea with US president George Bush but that the UK "had strong reasons to believe the US will like it".

Though acknowledging that China, in particular, as well as the Soviet Union, would have difficulty accepting measures which could be construed as interference in another state's internal affairs, one official said: "We've done things at the UN in the last 12 months that we could never have done

before."

The amount of emergency aid for the Kurds being discussed last night had as one benchmark the £600m (\$1bn) suggested by Mr Major, who also called for no let-up in sanctions against Iraq and for the establishment of a UN register of all arms sales.

This suggestion picks up on a Dutch proposal now being worked on by officials from member states.

Yesterday's summit, originally called to discuss a common EC foreign and security policy in the light of the Gulf crisis, was overshadowed by the Kurdish drama.

Michael Littlejohns writes from the UN in New York: Mr Pérez de Cuellar gave a cautious response when

asked about a similar suggestion about a buffer zone put forward at the weekend by Turkish president Turgut Özal.

"I don't think it is impossible, but of course it would be in Iraqi territory, which would raise problems of sovereignty and I don't know if we can impose on Iraq a special area. That would be complicated," he said.

Earlier the UN chief said he planned to send a humanitarian mission to look into the problem of the Kurdish refugees.

There is speculation in the UN that the mission may be led by Prince Sadruddin Aga Khan, a former UN High Commissioner for refugees.

War Crimes: Palestinians released, Picture, Page 4

## Kuwait gives more people the vote

By Mark Nicholson in Kuwait City

KUWAIT expects to double the size of its electorate in time for elections in 1992 by extending the franchise to women and to naturalised citizens previously denied the vote.

Dr Abdul Rahman al Awadi, minister of interior, said the move would give the clearest indication yet of the government's view of the country's medium-term domestic political outlook, said elections would be held in September next year at the earliest.

However, he hoped that by then the emir would have passed a decree to extend the

vote to women over the age of 21. This would double the size of the electorate, he said.

At present, only men over 21 who can prove Kuwaiti citizenship in their families predating 1920 are entitled to vote - a total of just over 60,000 people. This compares with a population before the Iraqi invasion of about 2.5m, including many foreign workers.

The move towards elections and the extension of the franchise follow increasing pressure from opposition groups in the last 12 months that enlarge Kuwait's democratic

institutions.

The vote may also be extended to what are defined in Kuwait as "second category" citizens, Mr al Awadi said yesterday. This group essentially comprises long-standing Kuwaiti residents, including some Palestinians, who satisfy complex requirements of naturalisation and who are of a certain social status.

However, Dr al Awadi said the formation of political parties, at present banned in Kuwait, would not be permitted before the elections.

In a speech on Monday

night, the emir outlined his commitment to hold a ballot for the National Assembly, which he suspended in 1986 along with key parts of the country's 1962 constitution.

Most opposition groups, including the Islamic Constitutional Movement and Democratic Forum, have insisted that the government call elections within six months and fully restore the constitution immediately.

But Dr al Awadi said elections could not be held so soon. Continued on Page 4

## UK stock exchange to overhaul constitution and membership

By David Waller in London

CHAIRMEN of quoted companies and senior fund managers will be represented for the first time on the top policy-making body of London's International Stock Exchange following a decision to overhaul the exchange's constitution and the way it is run.

The Council of the Stock Exchange, the top ruling body whose membership is drawn almost exclusively from the stockbroking and market-making community, yesterday voted unanimously in favour of measures which will lead to its own replacement later this year.

Under the new proposals, the council is to be replaced with a 15-member board. Representatives of stock exchange member firms will drop from 25 to 14, while for the first time senior businessmen and institutional investors will be appointed as non-executive directors.

Mr Andrew Hugh Smith, stock exchange chairman, said that this reconstitution of the exchange at the highest level

was designed to reflect the changing nature of the securities industry today. "It is a major step forward for the stock exchange," he said. "It will help us react more clearly and coherently to a rapidly changing world, and help us provide our services more efficiently."

The board will be responsible for setting the exchange's long-term strategy and for overseeing the formation and execution of policy. The stock exchange said that the changed composition of the board was "a natural consequence of the many changes which have taken place in the securities industry over the past five years, and will reflect the exchange's broader focus as a provider of market services."

The deregulation of the UK securities industry - Big Bang - in 1986, the stock exchange has faced the task of evolving from being a private members' club. The structure of the council, dating back to the pre-Big Bang days when the exchange was no more than a trade association, has

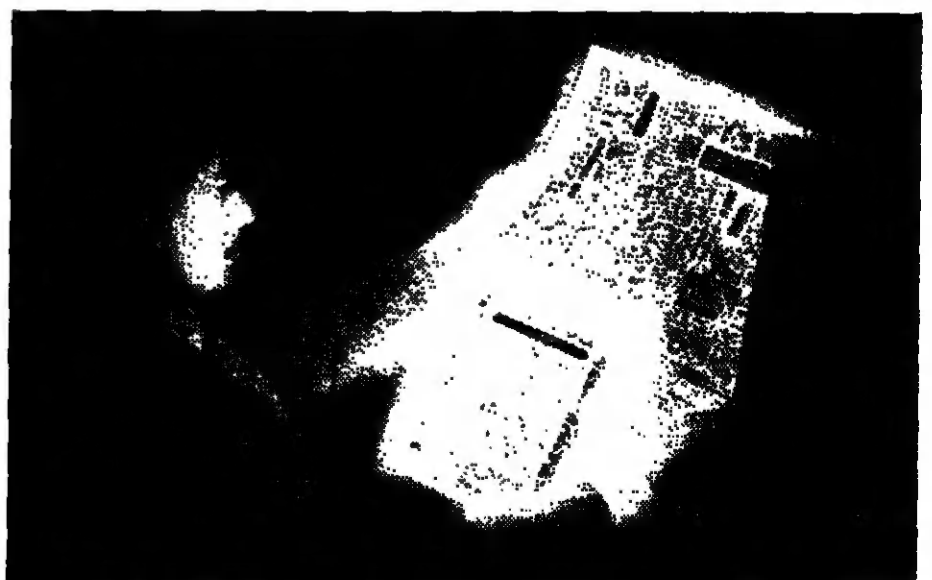
seemed increasingly anachronistic.

"Since Big Bang the exchange has gone through a period of dramatic development and change which encompasses screen-based trading, the expansion of international trading... and the planned complete reengineering of our trading and settlement systems and processes," Mr Hugh Smith said.

The new board will consist of the chairman, chief executive, chief financial officer and up to three further members of the exchange's executive management team - plus, as non-executives: two senior investors; two chairmen or chief executives of listed companies; one banker and 15 representatives of various parts of the securities industry.

The proposals will be voted on by the 420 member firms on July 3.

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### Japanese LDP leader's exit may be merely a career hiccup

Ichiro Ozawa, who resigned as head of Japan's ruling Liberal Democrats, is one of the new generation of Japanese politicians and many believe he is unlikely to be out of politics for long. Page 4.

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## EUROPEAN NEWS

## Brussels probes alleged EC steel cartel

By Andrew Hill in Luxembourg and Charles Leadbeater in London

AN ALLEGED cartel in steel products for the construction industry, involving some of Europe's leading steel manufacturers, is being investigated by the European Commission.

The investigation, which began with raids to seize documents from a clutch of steel producers in mid-January, may signal a tougher EC line on competition in the industry as its faces its worst downturn since the early 1980s.

The inquiry focuses on sales of heavy steel sections and beams by British Steel, Usinor Saeclor of France, Germany's Peine Salzgitter and Arbed of Luxembourg. Commission officials also visited the offices of Enxideasa, the Spanish producer, and Iva, the state steel combine.

The producers could be liable for fines of up to 10 per cent of annual sales, if the EC finds they have been operating a cartel. Last year several producers were fined a total of £425,000 for operating a stainless steel cartel. The fines were limited because the EC acknowledged it was itself deeply involved in regulating competition in the industry through its "manifest crisis measures".

However, the ending of EC production quotas in June 1989 was meant to pave the way for a competitive market. This change of context could mean the producers would be open to much heavier penalties than in the stainless steel case.

## State cash for Sabena under scrutiny

By Andrew Hill in Luxembourg and Reuter in Brussels

THE European Commission is investigating Belgian plans to pump large sums into Sabena, the state airline, and is considering a full inquiry into France's proposed 27,000m (£2,700m) injection of fresh capital for Bull, the computer-maker, and Thomson, the defence and electronics group.

A spokesman said yesterday that Brussels had received a Belgian government request for clearance of the Sabena money on Friday and was examining it. It would decide within two months whether to approve the payouts or ban them as unfair state aid.

The Belgian government in March announced a 27,000m (£2,700m) aid package for Sabena in an attempt to entice a foreign airline to take a stake in the ailing carrier.

The spokesman said Brussels also intended to look at French plans to plough close to \$400m into Air France.

The Bull and Thomson investigations would aim to discover whether the capital injections, announced last week, constituted illegal state aid to the two companies.

The Commission is expected to make a formal statement about the French government proposals today in Brussels.

Sir Leon Brittan, the competition commissioner, who was attending yesterday's meeting of EC finance ministers in Luxembourg, said the Commission had to decide whether the capital injections were subsidies or normal investments.

"In the case of a public sector investment we must determine whether or not a private sector investor would have done the same thing," he said. "If it's a subsidy we would have to see if it conforms with EC competition rules."

Brussels is also likely to consider whether the French policy is compatible with other EC schemes such as regional aid or research programmes.

The capital injections are due to take place later this year, and it is unlikely that Brussels will be able to take formal pre-emptive action.



Leningrad citizens contribute food and money for striking Soviet miners whose demands include Gorbachev's resignation

## Moscow faces prospect of unrest and widespread political strikes

By John Lloyd in Moscow

THE political strike weapon took on greater edge yesterday in the Soviet Union, as Georgia's president warned of a general strike in his republic from today and more miners backed political demands.

Mr Zviad Gamsakhurdia, the Georgian president, said in a message to Mr Mikhail Gorbachev, the Soviet president, that the republic would join "the demands of workers on strike in the USSR".

While striking miners are calling for the resignation of Mr Gorbachev and the Supreme Soviet, the Georgian main demand is for the removal of Soviet interior ministry troops from South Ossetia, where violence between Georgians and Ossetians is reported to be increasing.

The Soviet government's fear is that, in the present politically dangerous period, the demands of the miners will intersect with a wave of

protest over the price rises.

Mr Thomas Kolesnikchenko, a senior political analyst on the Communist party's main newspaper Pravda, said yesterday that "this period recalls the Polish situation, when prices went up and there were huge protests. The workers may not take such things from a communist government now".

Reports from the main coalfields in the official press and from independent news agencies said that representatives of opposition parties - such as the Democratic Russia party, the Ukrainian Republican party and others - were holding meetings over the weekend.

In the Kuzbas, the main coal basin in the Russian Federation and the most politically militant area, production was reported as being "almost at a standstill". The official news agency Tass said that local newspapers had

carried a protest from 11 Russian deputies about the calls by Democratic Union activists for pits to be taken over.

In a report from the Donbass capital of Donetsk, the independent news agency Postfactum said the Republican Party, the Rukh popular front organisation and other anti-Communist movements were represented at a strike meeting on Saturday.

Postfactum quoted a local miners' leader, Alexander Ivashchenko, as saying the strike had been called "because we do not trust the Soviet President or government who have led the country to collapse".

According to Postfactum, Ivashchenko, strike committee chairman in a major pit complex, said the Kremlin "has no programme to get out of the crisis and in our present political system is incapable of improving the life of the workers".

Mr Boris Yeltsin, the Russian leader, promised last week that he would seek to solve the miners' strike, fresh from his victory in securing extra powers and with the prospect of a popular election for his post in sight. Most observers believe that Mr Yeltsin must fulfil at least some of his promise to improve the economic situation in Russia over the next two months, or risk a loss of support.

Meanwhile, the authorities remain nervous of the effects of the price rises a week ago. Leaders of the Belorussian republic are negotiating with engineering workers who walked out last week in protest at price rises.

A group of Moscow's traditionally quiescent students demonstrated for higher grants in front of the City Hall, claiming that the price reform had "turned student poverty into destitution".

## Ministers fail to end farm impasse

By David Gardner in Luxembourg

EC ECONOMY and finance ministers made little headway yesterday in breaking the impasse over farm spending, replicating in their own ranks the divisions which have prevented agriculture ministers from agreeing a farm price package for this year.

Unless progress can be made soon, said one minister, the farm budget dispute might have to be passed on for heads of government to resolve.

Britain, supported by the Netherlands, again insisted that the "guideline", or ceiling on spending fixed at a special summit in 1988, had to be maintained. The other 10 EC partners, led by France, continued to argue that the cost of integrating east German farmers into the common agricultural policy should be financed outside the farm budget.

Mr Norman Lamont, UK Chancellor of the Exchequer, said: "It would be quite wrong to weaken the rules for the

agriculture budget the first time they are put to the test. We can't have rules only for fair weather."

The European Commission has proposed price cuts in this year's price package, which would nevertheless see a record increase of 30 per cent to Ecu3.5bn (£2.9bn). It contends that the root of the budgetary problem is chronic over-supply, fuelled by unsustainable levels of price support. It has temporarily shelved radical proposals to deal with the problem in the hope that a conventional, if restrictive, price package would clear the decks for reform.

Instead, farm ministers already hostile to the outlines of the reform have so far refused to accept what, in the circumstances, are mild cuts. In theory, under as yet unagreed arrangements in 1989, the Commission can force the issue after two months.

## Caution on moving to stage two of Emu

By Andrew Hill in Luxembourg

FINANCE ministers from Germany, Denmark and the Netherlands yesterday said they would resist any premature move to stage two of European economic and monetary union (Emu) until EC countries had achieved a strong degree of economic convergence.

During the latest round of the inter-governmental conference on Emu here yesterday, most EC finance ministers supported calls for convergence. The German, Danish and Dutch representatives said member states should take an explicit decision before moving on to stage two.

"Before entering stage two we should be able to see objective progress on convergence," said a German official. There was little discussion about whether such decisions should be based on a unanimous or a majority vote.

Britain, which has formulated its own Emu strategy for a "hard" European currency and a European Monetary Fund, also believes that decisions on the substance of the

move to stage two should precede decisions on the schedule. This currently envisages transition to stage two in January 1994.

A senior European Commission official said yesterday that Brussels supported a "very well-drafted" compromise proposal from Luxembourg, which holds the EC presidency. The Luxembourg paper says simply that before the beginning of stage two, EC governments and the Commission should "evaluate" progress achieved on economic and monetary convergence.

However, British officials said the presidency's compromise was "not sufficient to ensure convergence".

Stage two was the least clearly defined of the three steps in Emu planned by Mr Jacques Delors, the Commission president. It was originally seen as the period in which a European central bank would be set up, but there is a continuing dispute over whether the bank should be established at the beginning of stage two, or the end, in 1997.

## German neo-Nazis assault Poles at border

By Leslie Collitt in Berlin

GERMAN neo-Nazi youths hurled paving stones at a bus and cars carrying Polish visitors across the border yesterday as visa requirements for Poles were lifted by the German, Italian, French and Benelux governments.

The assault by about 250 youths happened at the border crossing point of Frankfurt on Oder. Two people were injured on the bus, which was carrying musicians back to Poland. Several Poles who walked across the bridge over the Oder river frontier were spat upon and abused as they reached German soil. Similar incidents were reported from two other border crossings.

In contrast with the hostile reception, Mr Manfred Stolpe, prime minister of Brandenburg state, which borders Poland, appealed for "hospitality and tolerance" towards the Poles and leaflets were handed out to Polish travellers welcoming them to Germany.

Relations between Germans and Poles, strained since the Second World War, are not expected to normalise until the enormous economic gap between them is narrowed appreciably.

Hostility among some Germans towards Poles peaked last year when a total of 20m Polish travellers visited Berlin and towns in the border area. Many sold alcohol, cigarettes and food to earn D-Marks and bought out the stocks of discount shops.

Last week, Mr Dieter Hebelmann, head of Berlin's interior department, won the support of many Germans in the border region but antagonised others by saying that Berliners could not be expected to again tolerate the "illegal trade, crime and filth" brought in by up to 100,000 Polish visitors each weekend.

He said the authorities would keep strict watch on Polish offenders who would not be allowed back to Germany.

His remarks were criticised sharply by Mr Norbert Meisner, Social Democratic (SPD) head of Berlin's economics department, who warned against "hysteria" which served to fuel animosities against foreigners.

Many Germans were relieved when the Bonn government clamped down last October 3, German unification day, on the previously unlimited entry by Poles to West Berlin. The German Construction Workers Union yesterday called on employers and the government to prevent the illegal hiring of low-paid Polish building workers in Germany.

Mr Krzysztof Skubiszewski, the Polish foreign minister, appealed to his fellow citizens to conduct themselves abroad in a "civilised" manner.

## Kohl makes overture to opposition

CHANCELLOR Helmut Kohl has indicated a readiness to co-operate more closely with the opposition Social Democrats. The government spokesman said yesterday that Mr Kohl would be seeking a meeting as soon as possible with Mr Hans-Jochen Vogel, the SPD leader, writes David Goodhart in Bonn.

There has been growing speculation about a "grand coalition" to help deal with the integration of east Germany, but neither Mr Kohl's Christian Democrats nor the SPD is yet taking the idea seriously.

Before last December's election Mr Kohl expressed no interest in inviting the SPD to participate in a "round table" for east Germany.

But in light of the increasingly gloomy mood in the east, some sort of co-operation with the SPD although well short of a coalition, now seems likely.

The offer of limited co-operation might not be attractive to the SPD who will feel implicated in the government's past mistakes without being able to exert influence over future policy.

On the other hand, if Mr Kohl was to offer the SPD a chair at his regular meetings on east Germany with both sides of industry it will be difficult for them to turn down.

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## French encouragement for Warsaw plan to join EC

By William Dawkins in Paris

FRANCE WILL support Poland's application to join the European Community as soon as Warsaw is able to meet membership conditions. This will be the main point of a treaty signed by President Lech Walesa and President Francois Mitterrand.

It will be the first time Poland has signed an accord of this kind with a western country and is expected to give a political lift to Poland's

negotiations for an association accord with the EC which is to come into effect from 1992. That would give easier access to Community aid and trade.

Poland's ambassador to Paris, Mr Grzegorz Lekawski, said his country also intended to implement EC legislation at home, leading to a possible application for entry at the end of this decade or early next.

The occasion for the French treaty is a three-day visit beginning today by Mr Walesa, accompanied by three senior government ministers, during which the Paris government will also offer a substantial reduction in Poland's \$5.2bn (FF29bn) official debt to France.

Mr Mitterrand indicated on Polish television a possible cut of FF22bn-FF23bn, though the final figure will be settled between the Polish delegation and the French Finance Ministry.

Any reduction will come on top of the 50 per cent write-off agreed by the Paris Club of creditor nations last month for all of Poland's \$33bn borrowings from foreign governments.

This will be a significant gesture from France, Poland's second largest creditor. It comes only a three weeks after Mr Pierre Bérégovoy, the finance minister, criticised the US decision to write off 70 per cent of its own

\$2.9bn of loans to Poland, a much smaller exposure than France.

Mr Bérégovoy warned that indebted countries might damage their own interests by seeking bilateral rather than multilateral debt reductions. Mr Lekawski emphasised that any debt reduction was of prime importance to Warsaw's attempts to revive the Polish economy.

EC-Hungary Impasse, Page 6

## Hungary aims to speed the pace of reform

By Judy Dempsey, East Europe Correspondent, in London

THE HUNGARIAN government will set up legal instruments over the next few weeks to speed up privatisation, define property rights, and prepare the currency for full convertibility by 1993, according to Mr Mihaly Kupa, the finance minister.

Mr Kupa, who was appointed last December, made clear in an interview at the weekend that he is keen to press ahead with the reform package at a much faster pace. He wants to attract greater foreign investment into the country, encourage a broader-based market system, and integrate Hungary quickly into the European economy.

The government, led by the conservative Hungarian Democratic Forum (MDF), "wasted too much time in pushing through legislation after it was elected (a year ago)".

Mr Kupa believes the hesitation was due to "a lack of a clear direction. There were several economic advisers (to Mr Jozsef Antall, the prime minister) who had different views about the pace of change. This led to a certain inertia in decision-making."

However, following the reorganisation of the government last December, it appears that Mr Kupa's plans for implementing a strict monetary policy, aimed at curbing inflation which is running at 35 per cent, and reducing the state's role in the privatisation process, now prevail.

His sense of urgency has been prompted by the collapse of trade between Hungary and the Soviet Union, following the introduction of the dollar payment system in January.

This development has helped to cause a decline in gross domestic product, which will contract by 4 per cent this year, and has increased Hungary's international payment obligations by \$2bn to \$3.95bn.

The legislative programme, which Mr Kupa expects to be passed before the parliamentary recess in June, includes: defining property rights which will enable foreigners and Hungarians alike to buy and sell land. By 1994, Mr Kupa expects that half the state's property will be in private hands. Currently, less than 5 per cent of all property belongs to the private sector.

Transforming the Hungarian National Bank into a central bank to shape monetary policy and create greater competition among commercial banks in terms of interest rates and credits.

The maintenance of wage regulation as long as state ownership remains dominant in the economy. At present, the centralised regulation of wages affects 80 per cent of the labour force.

Despite this heavy legislative programme, Mr Kupa is confident that the programme will finally dismantle the vestiges of the former communist system.



Mihaly Kupa: keen to press ahead more quickly with economic reform

## EUROPE IN BRIEF



## Albania to form government of experts

ALBANIAN prime minister, Mr Fatos Nano, said he would ask opposition experts to join a coalition, after the ruling Communists won a two-thirds majority in the first multi-party elections for nearly 50 years, Reuter reports from Tirana.

In his first interview with foreign media since the elections, Mr Nano said only a "government of experts" could stop political unrest and end the deep crisis in Europe's poorest economy.

"People are tired of unnecessary political debate. Now they need the basic conditions to work, to live better," Mr Nano told Reuters and the international television news agency Visnews.

The 3-year-old reformist Communist-led good experts had been elected to parliament from the four-month-old opposition Democratic Party.

"We should co-operate with the political forces present in parliament from this position: the best expert to tackle a problem will have the portfolio," Mr Nano said. Mr Nano, a university economist, was brought in to head a transitional government by President Ramiz Alia in February after unrest in Tirana during which thousands of protesters tore down a giant statue of late Stalinist leader, Mr Enver Hoxha.

Political sources said Mr Nano was virtually certain to be asked to head the government when parliament meets.

## Cyprus urged to cut deficit

The International Monetary Fund has strongly urged the Cyprus authorities to cut now to slash the budget deficit and to reduce excess liquidity, Andreas Hadjipapas writes in Nicosia.

The budget deficit has tripled as a percentage of GDP over the past two years. In a report prepared after a 10-day visit, an IMF team warned that, on current trends, the budget deficit could widen to 5.5 per cent of GDP this year, from 2.5 per cent in 1989 and 1.5 per cent in 1988.

The IMF praised Cyprus for the prompt action it had taken to cushion the effects of the Gulf crisis on the island's economy. The damage containment was successful, warranting a temporary widening of the budget deficit and some relaxation of monetary policy.

## East German pensions rise

The parties in Germany's ruling centre-right coalition have agreed that pensions in the former East Germany should rise by 15 per cent from July 1, government spokesman Mr Dieter Vogel said, Reuter reports from Bonn.

After the rise, average pensions on the economically depressed eastern will be around half those in west Germany.

Government officials said the extra cost of DM2.1bn (\$1.2bn) would be financed out of social security funds and not from the already over-stretched government budget.

Mr Vogel said details would be announced after the cabinet formally approved the decision.

## Finland to ban cartels

A FINNISH government committee is drawing up stricter anti-trust legislation which would not only explicitly prohibit cartels but give the state-run Office of Free Competition (OFK) the power to hand out strict fines, writes Enrique Tiesler in Helsinki.

The legislation should also aim to correct some of the serious imbalances within the national economy, which have been fuelled by the lack of healthy competition and strict laws on foreign investment, it says.

But some observers feel that the incoming government, currently being put together by the nationalistic Centre party, could delay the proposed anti-trust and more liberal foreign investment legislation from becoming law.

Existing Finnish anti-trust legislation which came into force in 1988 does not directly forbid price cartels and oligopolies from dividing markets between themselves. Companies cannot be directly fined if they are found guilty of enforcing a price cartel.



AMERICAN NEWS

## Canadian regional politics stronger

By Bernard Simon in Toronto

THE search for a solution to Canada's constitutional problem is likely to be further complicated by moves to broaden the reach of two increasingly influential regional parties, one in Quebec and the other in the west.

The Bloc Quebecois, a breakaway group of nine nationalist Quebec MPs, could be considerably strengthened following a decision by the separatist Parti Quebecois to support the BQ in the next federal election.

Across Canada, the fledgling Reform Party of Canada, which began as a movement to represent the west's interests, decided at a convention in Saskatoon to seek support for its right-wing platform across the country.

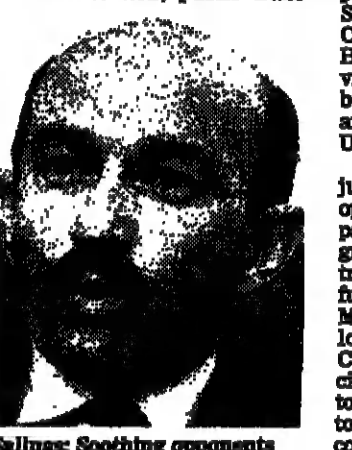
The Reform Party's platform of no special treatment for Quebec, fiscal conservatism and an end to official bilingualism has struck a resonant chord in the past year, especially in rural areas. According to recent opinion polls, the party has moved ahead of the ruling Conservatives in some parts of the west, especially Alberta.

## Salinas asks Ottawa to back free trade accord

By Bernard Simon

PRESIDENT Carlos Salinas de Gortari of Mexico brought his initiative for a North American free trade area to Ottawa yesterday, in a speech to parliament emphasising the potential benefits to Canada of a US-Mexico-Canada pact.

Mr Salinas noted "very broad opportunities" for Canadian products and technology in Mexico, especially in telecommunications, public trans-



Salinas: Soothing opponents

## S America unhappy with US over cocaine issue

By Sally Bowen in Lima

ANDEAN countries are becoming disillusioned with increasing US involvement in the struggle against the drugs trade. It also seems certain that the signing of Peru's bilateral agreement on military and economic assistance will be further delayed.

An Andean Commission of Jurists' conference last week in Lima, concluded that few positive results had been seen from the US economic assistance promised during last February's four-nation summit in Cartagena, Colombia.

Representatives from the parliaments, judiciaries, armed forces and popular organisations in Colombia, Bolivia and Peru also expressed fears over the "militarisation" of the conflict.

This coincided with news from Bolivia that US Galaxy transport aircraft had landed in La Paz with 90 tons of munitions for the country's anti-drugs effort, under controversial authorisation granted only hours earlier by the Bolivian Congress.

A bilateral anti-drugs agreement between Peru and the US has been awaiting signature for several weeks. Available in draft form only, it coincides with the thrust of the 1990 Cartagena accord in accepting co-responsibility in the drugs problem and proposes a "joint venture" to confront it.

## Foreign investment up in Venezuela

By Joe Mann in Caracas

TOTAL direct foreign investment in Venezuela last year increased by 16 per cent to \$3.68bn, according to the Venezuelan government. In early 1990, the government decreed a liberalisation of the foreign investment code.

This liberalisation essentially eliminated most of the problems foreign investors had been complaining about for years, including heavy controls on profit remittances, reinvestments, technology transfer and investments in certain economic areas formerly barred to foreigners.

While some of the \$495m in foreign investment last year was fresh capital, including the proceeds of debt-equity swaps, an important share was made up of reinvestments of retained earnings by foreign companies already in Venezuela.

The Reform Party has only one MP in Ottawa, but one of its members two years ago became the first senator to be endorsed by a popular vote.

The Parti Quebecois decision to throw its weight behind the BQ could cost federal Prime Minister Brian Mulroney's Conservatives valuable backing in Quebec. The Parti Quebecois, which is a provincial party, has quietly channelled its resources to the Conservatives.

In the past two federal elections, helping them achieve a virtual clean sweep in the francophone provinces. The Conservatives hold 56 out of 75 Quebec seats in the House of Commons.

The BQ was formed last year when the nine MPs split from both the federal Conservative and Liberal parties to give Quebec nationalists a stronger voice in Ottawa. The BQ, whose leader is former a Conservative cabinet minister, Mr Lucien Bouchard, has promised to run candidates in all 75 constituencies in the next federal election, likely to be held either late next year or in early 1993.

port, irrigation and the environment. He also tried to soothe Canadian opponents of the trade deal by pointing to recent progress Mexico has made on cleaning up the environment.

During his three-day visit, Mr Salinas will meet some of the strongest opponents in Canada of a tripartite trade deal. They include Mr Bob Rae, premier of Ontario, and Ms Shirley Carr, president of the Canadian Labour Congress. His itinerary also includes a visit to Montreal to meet Quebec Premier Robert Bourassa, an avid supporter of the 1988 US-Canada free trade pact.

Recent polls indicate that just over half of Canadians oppose a North American trade pact. Labour and human rights groups have warned that free trade with Mexico would mean further exploitation of low-paid Mexican workers and job losses in Canada. Several Canadian companies, especially in the motor parts sector, have already moved plants to Mexico to benefit from lower costs.

## Brazil shows perturbing isolation

Stephen Fidler reports on the annual meeting of the IADB



BRAZIL'S minister of economy, finance and planning does not mince words. Angered by the delay in a loan to Brazil from the Inter-American Development Bank, Ms Zélia Cardoso de Mello delivered a ferocious speech to the usually subdued annual meeting of the bank.

She described the decision to delay the \$300m loan as "illegal and unacceptable". The decision "put at risk the bank as a financial institution".

She said that, if this was the price for the bank's new capital increase (the loan-delaying mechanism was introduced as part of the capital increase negotiations), then it was an "excessive price" to pay. She even lectured the US on keeping its budget deficit in check.

The loan was delayed for two months to signal the concern of the Group of Seven industrialised nations, led by the US, about Brazil's \$8bn in interest arrears to commercial bank creditors. After five months of talks with the banks, progress on settling the backlog was slow.

The G7 saw the arrears as a threat to the international financial institutions to which Brazil is a large debtor. There was also concern in the G7 about Brazil's almost overt use of arrears as a bargaining chip with the banks. This was overlaid by a particular US worry that Brazil's behaviour could

add to the financial fragility of some of the large US banks.

There were many at the meeting who sympathised with the Brazilian position. As they saw it, the development bank was being used as a little more than a collection agency for commercial banks.

But, in going ahead with the speech, Ms Cardoso was ignoring the weekend advice of officials from some other Latin American governments.

They suggested the issue be allowed to blow over: an agreement with the commercial banks on arrears is all but completed and the US was expressing a willingness, once this had happened, to let the loan go ahead.

Partly because of this, her tough speech - probably made with a domestic audience in mind - was viewed widely in Nagoya as underlining the increasing isolation of the administration of president Fernando Collor de Mello, not only from its bank creditors,

but also from industrialised countries led by the US and even its neighbours in Latin America.

It underlined to bankers and officials here what are seen as mistakes of style, tactics and substance in the Collor administration's international financial dealings.

First, style. A speech in the style of 1980s Brazilian finance ministers was not viewed as the most constructive, in front of an audience of sceptical Japanese financiers waiting to be convinced of the region's widely vaunted economic transformation. It reinforced prejudices that the administration in Brasilia is becoming more aloof and insular.

Second, tactics. If Brazil had offered token payments to bank creditors six months ago, it may well have avoided tangling with the G7 and conceded less to the banks than it now has. Its tactical approach to the negotiations played into the bankers' hands, it is said, and further soured relations with the banks.

By contrast, Argentina, which is paying only \$60m a month in interest - a fraction of the scheduled amount - is now viewed more constructively by bankers. It is meanwhile reducing its debt through privatisations where banks can swap debt for equity.

The most significant issue,

though, is that of substance. Officials from governments and multilateral agencies are divided.

Some consider the commitment by the administration to economic reform to be the most important issue, despite the lack of success in tackling Brazil's apparently intractable economic problems. It is this which is worthy of international support, they argue.

Another, and growing, school, holds that the current administration is already a lame duck economically and that a golden opportunity for reform has been lost because of inept economic management.

Whatever the truth, Brazil continues to disappoint its many sympathisers.



Cardoso: Angry

## US bank insurance cost rise opposed

By Peter Riddell, US Editor, in Washington

PLANS to raise insurance premiums paid by US banks to shore up the federal fund which protects depositors could result in a cut in lending and delay the end of the recession, according to the main banking associations.

Their complaint comes as both the recapitalisation of the bank insurance fund and the Treasury's proposals for longer term restructuring of the industry have come under attack from a wide range of affected parties. These objections are likely to be aired at Senate and House banking committee hearings this week.

The Federal Deposit Insurance Corporation has proposed raising the premium paid by banks from 19.5 cents to 23 cents for every \$100 of deposits, following a 7.5 cent rise last year. This is needed as the first stage of a rescue intended to prevent the fund becoming insolvent over the next 18 months as more banks fail.

The groups - the American Bankers' Association, the Association of Bank Holding Companies, the Association of Reserve City Bankers and the Consumer Bankers' Association - argue that the industry will have to pay an additional \$3bn in premiums this year compared with 1990, which will cut into earnings and capital reserves.

"Any decline in capital will affect the ability of banks to lend in their local areas. In parts of the country still in the throes of recession, the increase in assessments will come almost entirely from capital and may delay recovery in those regions," they say.

Moreover, the groups argue that the loss of \$3bn a year in retained earnings useable for capital is roughly equal to a loss of almost \$25bn a year in new credit that would otherwise have been extended.

Separately, controversy has developed over proposals to cut deposit insurance coverage. Local and community bankers are opposing limits on the number of deposits to be protected (as well other proposals for nationwide branch banking), which, they believe, would favour large banks.

By contrast, Wall Street securities houses, led by Merrill Lynch, are opposing a related proposal to remove insurance protection from brokered deposits, funds placed at banks and savings bodies by brokers.

These bundled deposits earn higher returns while still enjoying federal insurance coverage. The administration argues that such brokered deposits have allowed weak banks and savings and loans to survive and expand.

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## INTERNATIONAL NEWS

## Kuwait to start war crimes trials in two weeks

By Mark Nicholson in Kuwait City

THE Kuwait Ministry of Justice said yesterday it was holding 228 Iraqis and other nationals in connection with alleged war crimes and would start the first trials within two weeks.

Mr Abdul Aziz al-Dakhil, Minister of Justice under-secretary, said the detainees included high-ranking Iraqi officers accused of torture and murder, crimes which he said could carry the death penalty.

He said other nationals - although he would not say how

many or of what nationality - were also being held for alleged collaboration with the Iraqis. Mr al-Dakhil said that in some cases this crime might also be punishable by hanging.

Allegations against some of the 228 are still being investigated. Mr al-Dakhil said at least 50 of the Iraqi soldiers being investigated had been handed over to Kuwait by the allied forces after liberation.

The trials, which will be conducted individually, will be

held "in a normal court under martial law", he said. Three military judges and two Iraqi military officers will preside over the most serious cases. Proceedings will be open to the press and public only at the judges' discretion.

Mr al-Dakhil said that the International Committee of the Red Cross had visited each detainee under investigation.

Each of the accused will be allowed a defending lawyer and Mr al-Dakhil said Iraqis would

be free to choose legal assistance from Baghdad if they wished. The defendants' right to appeal will be limited to the power of Sheikh Saad al-Abdullah al-Sabah, the Crown Prince, to revise punishment at his discretion.

Mr al-Dakhil, who will represent Kuwait this week during talks in Riyadh with Iraq over the exchange of prisoners of war, said Iraq still held almost 5,000 Kuwaiti soldiers and civilians. Iraq has so far returned

more than 6,000 captured Kuwaitis.

He said Kuwait had detained "a few" non-Kuwaitis who were seeking entry to the country and whose identity he said was still being investigated.

Asked whether the Justice Ministry was investigating widespread reports of abuses against Palestinians in Kuwait, including killings, Mr al-Dakhil said he was "not aware" that any such cases were being looked into by the ministry.

## Lilley seeks Kuwait contracts for UK

By Michael Cassell, Business Correspondent

MR PETER LILLEY, the trade and industry secretary, yesterday embarked on a three-day mission to Kuwait as part of a British bid to win a share of reconstruction work in the aftermath of the Gulf war.

Mr Lilley, who was accompanied by a group of businessmen, will be pressing the Kuwaiti authorities to ensure that British companies have an equal opportunity to obtain a share of the work available.

There were complaints from British companies that they were, in effect, excluded from the first phase of rebuilding contracts, let immediately after the cessation of hostilities, with most of the work going to the US Army Corps of Engineers.

The British government is anxious to ensure that British companies do better in subsequent stages of reconstruction.

Mr Lilley will meet the Kuwaiti crown prince and other ministers during his visit and will discuss the prospects for longer-term trade between the two countries.

He said that his delegation would emphasise the experience and expertise of British companies, particularly in fighting the country's oil field fires.

He added: "Before hostilities broke out, British trade with Kuwait amounted to something like 10 per cent of manufactured imports and it seems likely that it will be a higher proportion in future."

Among the businessmen accompanying Mr Lilley are Mr Bill Price, a director of Sir Alexander Gibb and Partners and representing the British Consultants Bureau, Mr David Cawthra managing director of Balfour Beatty, Mr Anthony Cotton, a director of Hanson Trust, representing the Building Materials Council, Mr Ronald Garlick, chief executive of Wear Group and Mr David Douglas-Horne, chairman of the Committee for Middle East Trade.

Shots from embassy

Police said yesterday that up to 24 shots from automatic weapons had been fired from the Iraqi embassy in Stockholm early on Sunday morning at protesting Kurds. Robert Taylor writes from Stockholm.

## Israel frees 1,000 Palestinians before Baker talks

By Hugh Carnegie in Jerusalem and Peter Riddell in Washington

THE Israeli authorities last night announced the release of more than 1,000 Palestinian prisoners and the ending of the tax regime in the occupied territories hours before Mr James Baker, the US secretary of state, arrived for talks with the government.

Although officials denied it, the announcement appeared timed to impress Mr Baker, whose visit is the latest stage in Washington's efforts to promote an Arab-Israeli peace settlement in the wake of the Gulf war. Mr Baker, on his second trip to the region since the war ended, will also visit Egypt and Syria.

The US has called for both the Israeli and Arab sides to make "confidence building" gestures to help smooth the path to a proposed regional peace conference. Mr Baker, who has sought to lower expectations of what may come

from his talks in the region over the next few days, has told reporters accompanying him that there is a danger of any positive momentum resulting from the end of the Gulf war disappearing unless there is a breakthrough soon.

"The reason for the trip was because we don't know how long this window of opportunity might last. We don't think things should be permitted simply to drift."

"It's been over three weeks since we were in Israel and almost four since we were in Riyadh on his initial post-war visit to the region, and the president and I felt that it's time to try and push the envelope a little further if we can and see whether or not we can make some progress."

Mr Baker does not see scope for any grand Middle East peace plan and believes the only way forward is

through a step-by-step approach with the US acting as a catalyst.

In particular, he has been looking at the possibility of "confidence building" as a preliminary to more formal negotiations.

Yesterday's Israeli announcement might be regarded by the US as a step in the right direction. Mr Baker is also seeking from the Arabs a less hostile attitude towards Israel.

An Israeli Defence Ministry statement said that the prisoner release was prompted by the end of the Muslim fasting month of Ramadan, which concludes this week.

Similar releases have frequently taken place in the past, though usually of smaller numbers. Israel holds a total of about 15,000 Palestinians from the territories.

The ministry said the decision to

implement tax reforms was meant to "ease the lives of the Arab population". Few details of the tax reforms were given, but heavy taxation of local businesses was set to be cut and new industries will be tax-exempt for three years to encourage much-needed investment.

A key part of Mr Baker's task today is to seek ways of reconciling Israel's refusal to allow the Palestine Liberation Organisation any role in the peace process with the Palestinian insistence that the PLO must at least play an indirect part.

Despite the prisoner releases, Mr Baker is likely to take a tough line with the Israelis about recent actions by the government of Mr Yitzhak Shamir, the prime minister, including deportations from the occupied territories and further settlements of Soviet immigrants in these areas.



Kurds grab handfuls of bread as they swarm over a supply lorry at the Iakveren refugee camp in south-east Turkey. It was the first food for up to six days.

## Immigrant influx raises spectre of Israeli inflation

Hugh Carnegie reports that plane loads of Soviet newcomers are placing a huge burden on the economy

ISRAELIS who had grown used over the past year to television pictures of immigrant Soviet Jews arriving plane loads by triumphant parades, are now being shown a different picture through discarded vegetables at a street market.

"Older (immigrants) are hungry and angry," read a placard at a demonstration by the unemployed outside the prime minister's office a few days later.

Such stark images remain the exception, not the rule. But now that the drama of the Gulf war is past, the daunting issue of how the economy will cope with huge Soviet immigration has returned to centre stage.

The scale of the task was signalled in this year's budget, passed by the Knesset last month. It contained a three-fold increase in spending on immigrant absorption, which for the first time will total more than defence expenditure. In the nine months covered, more than 120m (\$3.05bn) is to go on immigration, one of the budget total of 66.5bn.

As a result, the budget deficit, which in the years following a 1985 austerity package was virtually eliminated, is set to at least double as a percentage of gross domestic product from 4 per cent in 1990. The outgoing budget director of the Finance Ministry predicts a level above 10 per cent.

This surge back into deficit

inevitably raises the spectre of the early 1980s when inflation hit 450 per cent, deficits rose to 15 per cent of gross domestic product and foreign debt was almost 80 per cent of GDP. The Bank of Israel, which has recommended the deficit should not be allowed to exceed 5.5 per cent, has already warned of these risks.

The rationale is that, with foreign currency reserves buoyant for now, the country can afford short-term deficits because the immigration they fund will eventually generate sufficient growth to pay the bills. It is a path successfully followed in past immigration waves in the 1950s and 1960s.

But will it work again? Immigration last year totalled 200,000 - the vast majority Soviets. The Gulf war slowed the pace, but at least as many are expected in 1991, and per-

haps more than 300,000. Within

three to five years, the country's present population of 4.7m is set to rise by a fifth by immigration alone. "If you look for a solution to this in the economic text books, you won't find one," laughs Mr Shlomo Matar, adviser to Mr Yitzhak Moda'i, the finance minister.

The prospects of achieving economic performance to match this growth are so far scarcely encouraging. After two stagnant years, GDP expanded by 4.5 per cent last year and the business sector grew by 5.5 per cent. But the population growth meant per capita income declined slightly. This year, when most of an estimated \$2.8bn cost of the Gulf crisis will be felt, Bank Hapoalim's economists project GDP growth at around 6 per cent based on 200,000

newcomers, a figure below government estimates of what is necessary.

Investment in fixed assets is on a fast-rising curve, coming off declines in 1988 and 1989 to reach 16 per cent growth in 1990 and likely to expand by another 40 per cent this year. But much is pouring into short-term construction to house the newcomers.

So far, inflation, at around 18 per cent, has not surged. But unemployment, now around 10 per cent, is set to rise and remain high for some time to come, compounded by a growing indigenous labour force.

Perhaps the blackest feature is a near stagnation in export growth, which is regarded as the key to long-term sustainable growth. With foreign borrowing requirements estimated at up to \$20bn over the next five years, the Finance Minis-

try says annual export growth of 13 per cent is required. But exports grew just 1 per cent last year and are not expected to be much better in 1991, partly because of a disastrous collapse of tourism revenues following the Gulf crisis.

Israel has relied for years on huge levels of foreign aid - principally more than \$3bn in annual civil and military grants from the US - to bridge the gap in its financing. It is presently seeking to increase this aid - all non-loan gifts - appealing to the US Government and the Jewish diaspora for more aid, most recently, receiving pledges of help from the German government. But these sources may not be enough to plug the gap for much longer.

A long-term surge in productive output is needed, and most politicians and officials agree that requires a further significant shift to the private sector away from the traditional socialist-style economy.

This process began in 1985, and there has been some progress, particularly in the capital markets. But it has been slow and the immigration issue has produced contradictory signals over how to continue.

Certainly a number of key reforms proposed over the past year have either been watered down, delayed or blocked. A package produced amidst great fanfare last September by Mr Moda'i has never been implemented. Its plans to break down rigidities in the labour markets were blocked by the powerful Histadrut trade union federation and its political allies. Proposals to liberalise imports are not due to be brought in until September.

Privatisation, a central plank of the reform plans since 1985, has also proceeded extremely slowly, with the only significant sell-off in a large state enterprise being the flotation last September of a small stake in Bezek, the telecommunications monopoly.

For the time being, an immigration-induced economic crisis remains in the future. But few doubt it is a real prospect. "By 1993, we will have to raise a lot of money abroad," said Ms Nadine Baudot-Traitenberg, a senior Bank Hapoalim economist. "It is very important to get sustainable growth underway in the next two years or else we'll be in trouble."

## LDP leader's exit may be temporary

By Mark Nicholson in Tokyo

MR Ichiro Ozawa, who resigned yesterday as leader of Japan's ruling Liberal Democratic Party, is one of the new generation of Japanese politicians to have established himself since the Recruit share dealing affair damaged or destroyed the reputation of some of his elders.

Many in the LDP believe the 45-year-old Mr Ozawa is unlikely to be out of politics for long; some say he could back in office before the end of the year - possibly as a cabinet minister.

Mr Ozawa's internationalist approach in politics was being blamed in some quarters yesterday for his losing the Tokyo gubernatorial election. He played a large personal role in international relations. He returned only a few days ago from meetings with President Bush and President Gorbachev.

However, any disruption to Japan's relations with the US and other foreign countries is likely to be short-lived since the substance of Japan's foreign policy is likely to remain unchanged.

The LDP took some consolation yesterday in the fact that the party made overall gains elsewhere in the country and in prefectural assembly elections.

But in Tokyo, the LDP appeared to have underestimated the strength of the sympathy vote for the incumbent, Mr Shunichi Suzuki, who was widely seen as the victim of bullying from party headquar-

ters - an old man being set upon by a group of men young enough to be his sons.

Some analysts also saw in the Tokyo result a vote against the foreign policy of Mr Ozawa, notably his efforts to rally national support for the US-led forces in the Gulf. Mr Takashi Miyagawa, the head of a private political research centre, said yesterday: "This is a warning from the people that Ozawa's policy is unpopular, both his foreign policy and his domestic policy."

But other observers said the LDP's success outside Tokyo showed the result in the capital had less to do with policies than with the clash of personalities. Mr Takashi Inaguchi, a professor of politics at Tokyo University, said: "This was a vote about local not about national issues."

That may be to play down the result too much. After all, Mr Ozawa has become the first senior LDP official ever to resign after a local election poll. The margin of Mr Suzuki's narrow victory was a widespread disenchantment in the capital with LDP rule.

Mr Ozawa and Mr Obuchi, his 53-year-old successor, both belong to the intra-party faction headed by Mr Noboru Takashita, the former prime minister, the largest grouping inside the LDP.

The fact that Mr Obuchi is a senior Takashita faction figure shows that the faction's leaders will continue to support the administration of Mr Kaifu.

## Pakistan begins Afghanistan peace initiative

By Farhan Bokhari in Islamabad

PAKISTAN'S government yesterday said it was embarking on an initiative to seek a political solution to end the continuing conflict in Afghanistan.

As a first step, contacts would be made with relevant states including Saudi Arabia, Iran, the Soviet Union and the US, Mr Sheharyar Khan, the foreign minister, said. Pakistan had previously backed the Afghan Mujahideen rebels in their 12 years of conflict with the Soviet-backed government in Kabul.

Switzerland has offered to host informal talks between the two sides in the fighting in Afghanistan, the foreign minister, Mr Rene Felber, said yesterday. Reuter reports from Bern.

Mr Felber was speaking after a five-day visit to Iran and Turkey, where he met Iranian President Akbar Hashemi Rafsanjani and Turkish President Turgut Ozal.

## Liberia linked to Sierra Leone border battles

By William Keeling in Lagos

THE Liberian rebel leader, Mr Charles Taylor, has been accused of giving active support to the insurgency in neighbouring Sierra Leone in which more than 60 people have been reported killed.

Dr Ahasa Bunde, the executive secretary of the Economic Community of West African States which is spearheading the peace efforts, said that he had evidence of Mr Taylor's direct involvement in the fighting in Sierra Leone.

Dr Bunde's accusation follows an unexpected visit by President Joseph Momoh of Sierra Leone to Nigeria on Sunday. Diplomats report that during a four-hour meeting with President Ibrahim Babangida, the subject of provision of arms and ammunition by Nigeria was discussed.

Settled peace members of the task force which intervened in Liberia last August. A ceasefire has been in place but Mr Taylor has yet to recognise the interim government.

## Peking posts given to regional reformers

By John Elliott in Hong Kong

TWO of China's leading economic reformers - Zhu Rongji, the extrovert mayor of Shanghai, and Ye Xuanping, the respected governor of the southern province of Guangdong - have both been elevated to senior posts in Peking by the current session of China's National People's Congress.

But while Mayor Zhu's appointment to be one of five vice-premiers almost certainly enhances his role, Governor Ye is losing an important power base in China's most prosperous and economically open province with his appointment as a vice-chairman of the relatively weak Chinese People's Political Consultative Conference.

The primary difference is

that Peking's hardliners do not trust Ye, who has been building Guangdong into a free-wheeling relatively autonomous province adjacent to capitalist Hong Kong.

Zhu, on the other hand, appears to have the ear of the current leadership and is said to have been promoted at the behest of Deng Xiaoping, China's veteran leader, who spent several weeks in Shanghai earlier this year.

The appointment of Zhu, who is 62, was announced yesterday. It is expected to give him greater authority, both to speed up the development of Shanghai and to argue for economic reforms across the country. But his influence will be balanced by the appointment of another vice-premier, Zou

Jiahua, 64, a minister of the State Planning Commission, and more conservative.

There has been some criticism that Zhu, who is currently in Europe promoting Shanghai, has developed his own personality cult. For that reason, he dislikes a tag of "China's Gorbachev", which has been given by some foreign newspapers, knowing the damage this can do him in Peking.

In his new job, he will be less in the limelight.

He became mayor of Shanghai in 1988 and gained a reputation as a pragmatic leader with deft handling of Shanghai's student protests during the 1989 Tiananmen Square crisis, which brought order to the city without a shot being fired. At that time Jiang Zemin, now

general secretary of China's Communist party, was the city's party chief.

Zhu believes in harnessing foreign investment and private enterprise to speed up development, but has shown no interest in drastically changing China's Communist system.

He has begun to shake up some of Shanghai's heavy-handed bureaucracy, and has made the city one of the easier places in China for foreign companies to work in.

He has also reopened Shanghai's stock exchange, closed since the Communist takeover. But, most important of all, he has launched plans for a \$10m (\$5.6bn) redevelopment in an area called Pudong, across the Huangpu River from the city centre.

## Sino-British talks progress

By John Elliott

TALKS between British and Chinese officials in Peking on Hong Kong's proposed HK\$100m (\$7.2bn) airport are to continue today in the hope that an improvement in the atmosphere yesterday might lead to an agreement that would allow the project to go ahead.

Mr Douglas Hurd, the British foreign secretary, said the talks were "serious and complicated" when he arrived in Hong Kong last night at the end of a five-day trip to China.

Late on Sunday there was some easing of the tough line that China had taken earlier on issues such as Peking's ability to continue to influence decisions on financial policy and the airport programme.

## Boost state power, says Shekhar

By David Housego in New Delhi

MR Chandra Shekhar, the Indian prime minister, yesterday sought to strengthen his image as a non-partisan head of government with radical proposals for reinforcing the federal character of the union by giving more powers to the states.

In a statement intended to focus debate during the election campaign on more long-term issues, Mr Shekhar, a veteran socialist, said: "India is not changing fast enough to keep pace with the rest of the world. Now is the time we must display courage and accept the reality of the emerging trends in the world."

Criticising the excessive centralisation of administrative and economic power in the country, Mr Shekhar called for

a programme to provide more autonomy to the states and district and local councils. His most radical suggestion was to propose that larger states might be split in consultation with them and "in keeping with cultural aspirations and criteria of administrative efficiency."

Mr Shekhar's statement is intended to capitalise on the growing resentment of the states at the power of the central government and at delays in obtaining funds or project approvals from New Delhi.

Reflecting this, Mr Biju Patnaik, the chief minister of the eastern state of Orissa, recently threatened to secede in a gesture designed to arouse public attention. "If I do not revolt, the people of Orissa will

revolt", he said.

Reflecting similar frustrations, regional movements have also been springing up in such unlikely states as Gujarat, Bihar and Uttar Pradesh - the latter with a population of 100m.

In issuing what he described as a personal statement, Mr Shekhar hopes to take advantage of the reputation he has won as prime minister to set himself at the head of a reformist movement. If no party emerged with a clear majority in the election to be held in late May, he would then seek to stake his claim as a prime minister above factional politics. In this vein, he yesterday criticised other parties for raising "obscure issues on religion and caste."



vs. Shekhar

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## WORLD TRADE NEWS

### EC set for dumping duties on Japan audio cassettes

By David Gardner in Brussels

THE European Commission is this week set to impose definitive anti-dumping duties on Japanese audio cassettes, in a move seen as controversial by some EC member states.

At the same time, the Commission may indicate whether it intends to proceed with more contentious plans to impose anti-dumping levies on imported Japanese audio tape.

This is used in the manufacture, inside the EC, of cassettes, but is being examined as a separate part of the "material injury" caused to EC producers.

Though the Commission has not finished preparing the audio tape duties, it is already being seen by lawyers familiar with the case as a new "screwdriver" rule designed to keep out imported parts and components, similar to the EC regulation that the General Agreement on Tariffs and Trade (GATT) outlawed last year.

The Commission last November imposed provisional duties ranging from 14.7 to 22.3 per cent on cassettes imported from Japan. These are now expected to be set at 22-24 per cent.

But the methodology used in the case has attracted criticism. The UK, Ireland, the Netherlands, Luxembourg and Denmark are unhappy with the implications.

While it is normal in anti-dumping cases to go back three to four years, in this instance the reference period has been set further back in 1985-88. The injury is being calculated on the basis of EC producers' market share and turnover in 1985, and on the prices they would have needed then to obtain a 12 per cent profit.

But from 1985 to 1988, Commission officials admit, market share of cassettes imported from Japan fell significantly.

That is one reason why audio tape imports are being examined, and indeed, they were originally being treated as part of the same case, opened in January 1989.

Commission officials strongly defend the methodology used in the cassettes case, arguing that anti-dumping practices everywhere always concentrate on what is required to remove the "total injury" to domestic producers.

Moreover, one official adds: "I can categorically state that the amount of injury calculated between 1985 and 1988 does not correspond to the measure that will be proposed."

The dumping margin is understood to have been calculated at nearly 60 per cent. "We can justify what we've done," the official stresses.

The Commission maintains it can take many years to establish the effect of dumping, and that the purpose of starting in 1985 was to "use it as a theoretical reference for the future."

Rather than seek to re-establish the *status quo ante*, officials say they are trying to create the conditions in which EC producers can go back into cassette models withdrawn as loss-makers in 1985-88.

"Unless they can go back into some of these models they will go under," one official claims.

The Commission also points out that although the market share of direct imports from Japan fell during the reference period, Japanese companies also imported from South Korea, Hong Kong, and the subject of provisional anti-dumping levies, and the US. Sales swelled in absolute terms, "at the same injurious price."

### EC urges US to speed Gatt talks

THIS EC's chief foreign trade negotiator yesterday urged the US Congress to give the Bush administration powers to conclude the Uruguay Round of world trade talks this year.

As soon as the US Congress decides on the extension of the administration's negotiating mandate, we shall be able to press on towards the remaining political decisions," Mr Frans Andriessen, EC external relations commissioner, said.

Talks have since resumed in Geneva, but the US administration's negotiating mandate expired on March 1. It has asked for a two-year extension, but Congress has yet to decide whether to grant the so-called fast track authority, in which it agrees to vote on the administration's legislation without changing it.

"It would be a great error if the Uruguay Round were not concluded and ratified this year," he told a seminar run in Brussels by the European Institute, a Washington "think-tank".

Mr Andriessen said the discussions had broken down because agriculture had been allowed to overshadow the other 14 trade areas under negotiation.

### Hungary at impasse on Brussels farm trade

HUNGARY has reached an impasse in its negotiations on an association agreement with the European Community, Nicholas Denton reports from Budapest. Talks are stuck on free trade in farm products and the timing of Hungary's approach to the EC, Hungarian officials said yesterday.

"Without concessions on agriculture, we cannot have a true association agreement," Mr János Martonyi, state secretary at the Ministry of International Economic Relations, said. It would be "one-sided".

Hungary has sought cuts in levies on pork, poultry, fruit and vegetables without a formal EC response. A Hungarian foreign ministry official said the EC had only weeks to answer to avoid jeopardising the still-attainable target of associate membership by the start of next year.

Mr Martonyi said Budapest would never accept a move to free trade in two stages. The EC says Hungarian reforms should be reviewed after five years before transition to association continues.

"We believe this is a kind of mistrust," Mr István Kormányos, of the foreign ministry, said. The third obstacle is Hungarian insistence, against EC hesitancy, on reference in the association accord to full Community membership.

Budapest has centred its foreign policy on early accession, planning a formal application next year and full membership in the mid-1990s. The association talks came as it relies more on the EC to make up for the loss of the Soviet Union.

### Caracas seeks European petroleum stake

By Joe Mann in Caracas

VENEZUELA's national oil company, Petroleos de Venezuela (PDVSA) is making new efforts to increase its presence as an investor in Europe's petroleum sector.

Already an equity partner in oil refining and distribution systems in Germany, Sweden, Belgium and the US, PDVSA recently signed agreements with British Petroleum, Elf Aquitaine, Ente Nazionale Idrocarburi (ENI) and Veba Oel, calling for increased co-operation in a variety of areas.

A key element in these agreements is the determination of PDVSA and the European companies to seek new

joint-venture business opportunities in petroleum refining and distribution systems in Europe.

This could involve purchasing interests in existing refineries or the construction of new ones.

The Venezuelan oil company, which last year exported an average of 1.55m barrels a day (b/d) of crude oil, and refined petroleum products, is investing heavily to increase its petroleum production and exports over the next decade.

Clearly, the agreements with European oil companies are part of PDVSA's global plans to ensure new markets for its future exports. But this search

for such markets could pit Venezuela against fellow-OPEC members, such as Saudi Arabia, which are trying to achieve similar goals.

PDVSA has made a good start in Europe. It already holds 50 per cent interests in important oil-refining companies with Veba Oel (Ruhr Oel) and Neste Oy (Nynas Petroleum). PDVSA and Veba were among the international oil companies looking into investment possibilities in refineries located in what was formerly the eastern bloc.

In Venezuela, PDVSA and ENI are partners in large petrochemical ventures. BP and Elf are also working with PDVSA

in other businesses.

One of Venezuela's main interests in buying or developing new oil refining capacity in Europe is to make use of its huge reserves of heavy petroleum, and to offer European clients long-term oil supplies from a producer outside the politically-volatile Middle East.

PDVSA holds large reserves of conventional crude oil, and has the world's largest reserves of extra-heavy crude and bitumen in an area called the Orinoco Belt. But to exploit these heavy oil deposits on a commercial scale, PDVSA needs to find foreign investors, to help build refining plants either at home or overseas.

### Capping Third World arms bonanza

Peter Montagnon on ways to control the growth in weapons trade

ONE of the most urgent tasks facing the developed world after the Gulf war is to find a way of preventing the proliferation of chemical, nuclear and other advanced weapons into unstable developing countries.

"There is now a strong feeling abroad," says one US official, "that we cannot allow more or less unfettered trade to continue."

Yet finding a way of stopping the trade, which gave Iraq chemical and missile capability and brought it close to nuclear capability, will take a lot longer than it did to oust President Saddam Hussein's forces from Kuwait.

Western officials say that only now as they begin to grapple seriously with the issue have they discovered quite how complex it is. And they are reluctant to be panicked prematurely into any grandiose bureaucratic solutions that might create more problems than they solve.

One possibility, which has been aired by strategic trade experts in the US though not so far espoused by the Bush administration, might be to strengthen the export control regime managed by the 17-nation Co-ordinating Committee on Multilateral Export Controls (CoCom). CoCom groups all of Nato minus Iceland but plus Japan and Australia.

It is widely seen as having been successful in delaying the development of high technology weapons by the Soviet Union and China and is looking for a new role in the post Cold War era.

month but officials say the whole debate remains, for the time being, ad hoc.

In the short run, the emphasis seems likely to be on strengthening and upgrading the west's existing range of institutional arrangements including the Nuclear Non-Proliferation Treaty, the Missile Technology Control Regime and the Australia Group which is concerned with chemical weapon development.

These specialist bodies seek to limit nuclear, missile and chemical weapons proliferation respectively on a world scale. The focus of CoCom has always been exclusively directed towards preventing weapons and sensitive technology reaching the Soviet Union and China.

One of its most sensitive tasks, at which it has been relatively successful, has been to limit exports of so-called dual-use equipment - high technology goods which can have both civilian or military uses. The three specialist arrangements also involve restrictions on dual-use items. For example, the Australia Group imposes restrictions on the export of precursor chemicals which are needed to produce weapons but may also have civilian uses.

CoCom has much broader experience in the dual-use field, but it is still directed against the Soviet Union and China. Now that the Cold War is over the list is being radically scaled back and may no longer be an appropriate basis for controlling trade to developing countries.

More important still, the Soviet Union and China need to be involved in any effort to stop weapons proliferation in the developing world as they

are themselves important suppliers.

Officials say there are also a number of other serious obstacles to a consensus on curbing arms proliferation in the developing world. Among them is the question of deciding which countries should be targeted by export controls. Up till now the question of how far material restricted by CoCom should be made available to countries outside its immediate target list has been a matter of national discretion. Some CoCom countries are likely to resist the creation of a new regime which limits their right to trade.

The emphasis is likely to be on strengthening the west's existing arrangements to limit nuclear, missile and chemical arms proliferation.

Some "friendly" developing countries such as Brazil are themselves large arms exporters. Their involvement is also crucial, but it is not clear whether they could form part of the core group of countries applying controls. And the need for security has to be balanced with the need to avoid giving grounds to developing countries for complaining that they are being denied basic technology needed for economic development.

In a recent report the US National Academy of Sciences warned that there were no easy answers to the problem of

export controls.

It added, however, that there was insufficient coordination between CoCom and the other multilateral arrangements established to address nuclear, missile or chemical exports. This should be improved with a long-term goal of eventually consolidating the arrangements.

"The most effective and politically realistic approach involves close co-operation among a relatively small number of countries, combined with a broad mechanism to strengthen and co-ordinate international regimes to which all interested states can be parties," it said. The major players should at least include the US, UK, Soviet Union, France, Germany, Japan and China.

Governments should seek enforcement measures that can successfully focus on those few destinations that pose the greatest proliferation risks. They should develop a new regime, or expand an existing one, to cover proliferation of advanced conventional weapons and related systems. Export controls should focus narrowly on the proliferation risks and activities of greatest concern in order to minimise negative, commercial, developmental and foreign policy impacts, it said.

Despite the glow created by the unprecedented international co-operation in resolving the Gulf crisis, it will be a gargantuan task to fulfil even these pragmatic policy objectives.

*Finding Common Ground: US Export Controls in a Changing Environment. National Academy Press, 2101 Constitution Avenue NW, Washington DC 20418.*

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# Kevlar\*, Nomex\* and Tyvek\*: Three lifesavers from Du Pont.

When Captain Brown and his men go into action, they have to be quick but cautious. Their task is to protect people and the environment, in particular against dangerous toxic substances, contaminated dust and similar hazards. Protective clothing can be a matter of life or death, in this job as well as in many others. For example, in bullet-resistant vests, or flame- or chemical-resistant overalls, KEVLAR and NOMEX III fibres and TYVEK spunbonded olefin play a vital role.

## Tyvek also guards against invisible hazards.

Protective clothing of TYVEK is used wherever people come into contact with toxic substances or aggressive chemicals. TYVEK is a non-woven fabric that acts as a barrier. Not even minute pollutant particles or bacteria measuring no more than half a thousandth of a millimetre can penetrate this highly dense material. Garments made from TYVEK not only keep out asbestos dust and other dangerous particles, but also provide effective protection against chemicals during crop spraying. In cleanrooms, protective clothing of TYVEK prevents particles given off by the skin from contaminating work areas, where even the smallest amount of dust would be a problem in micro-chip production, for instance.



Cleanroom protective clothing made from TYVEK (Photo: Hoffmann-La Roche Inc.)

## Very light and exceptionally tear-resistant.

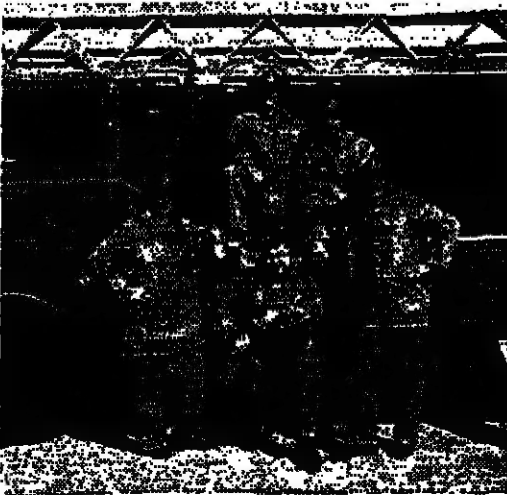
TYVEK is a spunbonded olefin material produced by a unique process from millions of ultra-fine polyethylene fibres. The result is a lightweight material that combines the finest properties of film, fabric and paper. It is waterproof, has high tensile strength, is tear-resistant and unaffected by a large number of chemicals. No other material is so impenetrable, so strong, so light, yet breathable.



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## Nomex III - The fibre for fire-risk applications.

Whenever fire and heat are involved, time is of the essence. A protective garment of NOMEX III can provide protection against fire for a critical period. NOMEX III is a blend of NOMEX meta-



Fireproof protective overalls made from NOMEX III.

aramid and KEVLAR para-aramid. The inclusion of KEVLAR prevents the material from breaking open when exposed to flame, and thus the skin is protected longer from the effects of heat. This invaluable feature makes NOMEX III superior to other heat- and flame-resistant materials.

NOMEX III has another major advantage: its flame resistance is retained permanently, unaffected by either frequent washing or wear. And since the material made from this fibre is as much as 40% lighter than flameproof cotton for the same protective performance, garments made with NOMEX III are also more comfortable to wear.

To check the degree of protection afforded as accurately as possible, a special test manikin was developed by Du Pont. Known as the "Thermo-Man", it is 1.85 metres tall and has 122 sensors distributed over its entire surface to register temperature, quantifying pain thresholds and the critical point when burns first occur.

Public authorities and organisations are relying increasingly on clothing made from NOMEX III. In the U.K. the majority of professional firemen are equipped with NOMEX III. So are an increasing number in Germany. In Italy, all 25,000 members of the national fire service are equipped with protective garments made from NOMEX III. And many military aircraft pilots and car racing drivers wear overalls made from NOMEX III.

## Kevlar - A milestone in fibre technology.

When KEVLAR was developed by Du Pont, it set entirely new standards in fibre technology. Never before had a fibre been so light and yet so strong, as

well as corrosion-proof, heat-resistant, self-extinguishing, non-magnetic and electrically non-conductive. And it retains its useful properties from -40°C to +180°C.



A policeman's protective vest made with KEVLAR.

Du Pont has now developed its second generation KEVLAR, the "Hx" Series, with properties even more outstanding. KEVLAR is used, for instance, to make bullet- and fragment-resistant vests for police and armed forces, and cut-resistant jackets for fencers as well as industrial workers.

## Innovative technology means progress.

KEVLAR, NOMEX and TYVEK are produced by the Engineering Fiber Systems division of Du Pont, which also developed TEFLON\*, TYPAR\*, CORDURA\* and high-strength Nylon. From house and home to air and space, these products have opened up new perspectives in countless areas. Du Pont is one of the world's leading research-oriented companies, with 39 production plants and laboratories in Europe alone.

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## UK NEWS

# UK ruling backs retrospective pensions verdict

By Eric Short

THE European Court of Justice in giving its historic decision which established the principle of sex equality in company pension schemes, never intended that it would take 40 years to bring about that equality.

This reasoning was the basis of the decision last month by Mr John Bells, chairman of the Manchester Industrial Tribunal in the case of Barber v Guardian Royal Exchange, that a Mr Alan Roscoe had been discriminated against on grounds of sex when on retirement last May at age 60, he received a reduced pension, compared with a woman of that age, from his employer, the Bolton-based engineering company, Hick Hargreaves.

The UK pensions industry accepts the European Court decision unreservedly that company pensions are pay within the provisions of Article 119 of the Treaty of Rome and therefore have to be equalised.

However, there are different interpretations on the retrospective application of the judgement, which stated that it only applied to pension entitlement after the date of the judgement - May 17, 1990.

Hick Hargreaves took the view that since the pension was based on years of service, pension entitlement related to that pensionable service.

Therefore in the case of Mr Roscoe it contended that it need only equalise benefits relating to the few days between the date of the judgement and Mr Roscoe's retirement.

However, Mr Bells rejected this interpretation, claiming that if this argument was right "this would mean there would not be enforceable equality in relation to pension rights for

up to 40 years. We cannot believe that the European Court of Justice contemplated this for all time."

Mr Bells upheld Mr Roscoe's argument that entitlement occurred when the pension became payable and ordered Hick Hargreaves to ensure payment.

This decision could be an embarrassment to the National Association of Pension Funds, which, backed by Counsel's opinion, have advised members that the interpretation of the retrospective aspects of the Barber judgement are similar to those views held by Hick Hargreaves.

The decision of Mr Bells, if applied to all cases, could cost the UK pensions industry as much as £130m a year in extra costs.

An industrial tribunal decision only applies to the particular case. But it is understood that there are a number of cases of alleged discrimination in pension payments waiting to be heard by tribunals.

Not only does an Employment Appeals Tribunal decision create a precedent in law. The Tribunal could refer the matter to the European Court for a decision on the retrospective element of the Barber judgement.

However, Mr Bells' decision did hold one ray of hope for employers. He said: "We believe that the European Court of Justice intended to protect pension fund trustees from claims by those who had retired before 1980."

Many retired men who retired before the Barber judgement are seeking equality in their pension payments from the date of the judgement. Such an interpretation could cost the industry an extra £300m a year and cause administration chaos.

# Four inch setback for 30 miles of Channel tunnel

Andrew Taylor looks at the implications for Eurotunnel of the Anglo-French safety commission's code

THE difference of less than four inches in the width of fire safety doors has created the latest headache for the Channel tunnel project which is already running substantially over its original budget. The group last November raised an extra £2.7bn to cover rising costs.

Eurotunnel, the publicly quoted Anglo-French group, which will operate the 30 mile rail tunnel between Britain and France, warned yesterday that changes in the design of fire doors was likely to lead to a delay of up to six months in providing a full service for car and coach passengers.

This had been planned to start from June 1993 when the tunnel is due to open. Sir Alastair Morton, Eurotunnel's chief executive, said a limited service might be unable to start until September. A full service could be delayed until December 1993.

This would substantially reduce the group's revenues during the peak summer holiday season.

The problem has been caused by the insistence of British and French authorities that the width of the fire doors separating the double deck car shuttles be widened from 28 inches to 32 inches. The design of the fire doors for single deck wagons for coaches and other large passenger vehicles have been similarly modified.

The ruling by the Channel tunnel intergovernmental safety commission has meant that the Canadian, Belgian and French manufacturers of the shuttle wagons may not be able to deliver all of carriages by the time the tunnel is due to open. Sir Alastair said Eurotunnel was discussing with Bombardier of Canada, BN of Belgium and ANF of France the possibility of introducing bonus payments to encourage the shuttle wagon manufacturers to make up any lost time caused by the design change. The three companies are



BORDER CROSSING: earlier this year workmen open a gate between England and France 100 meters below sea level

contracted to provide 128 wagons including 18 carriages for loading cars and a similar number of wagons to carry coaches and other larger passenger vehicles.

The need to complete the project as quickly as possible to start earning revenue to repay bank borrowings meant that designs had to be completed and contracts placed before the safety commission had ended its deliberations.

The intergovernmental commission has also warned Eurotunnel that the design of its semi-enclosed wagons to carry heavy goods vehicles would be unacceptable if it was submitted in its present form. Breda and Fiat of Italy have been contracted to build the carriages. Eurotunnel argues

that smoke detection and ventilation systems in the rail tunnels will be adequate to cope with a fire on one of the open sided wagons.

The group said discussions were continuing with the commission. It said: "Until these

months. The various delays could mean that the Channel tunnel could be carrying much less than its proposed throughput when it opens in 1993.

Plans for a fleet of special international express trains

The ruling by the Channel tunnel intergovernmental safety commission means that the Canadian, Belgian and French manufacturers of the shuttle wagons may not be able to deliver all of the carriages by the time the tunnel is due to open reducing traffic forecasts for the project in 1993.

issues are resolved there remains the risk of additional cost and delay."

SNCF, the French state owned railway, previously has said the construction of a high speed rail link between Paris and Calais in northern France may be delayed by up to five

months. Linking British provincial cities with Paris and Brussels have already been halted by technical and financial problems. In addition, the night trains intended to run between Britain's regions and the continent have still not been ordered and appear unlikely to

be ready in time.

This leaves the so-called Three Capitals trains - the expresses planned to run between London, Paris and Brussels - as the only pure

mainline passenger trains still planned to arrive on schedule. But delivery of the prototype of these trains is also several months behind schedule, raising fears that the rest of the fleet will be delayed.

Eurotunnel yesterday played down the likely impact on its opening revenues as a result of delays. It says any additional costs had already been taken account of in contingency provisions.

The prospectus issued by the group to shareholders last November forecast that Eurotunnel expected to raise revenue of £393m, net of sales costs, during the final six months of 1993.

Sir Alastair Morton said yesterday that about £160m of this was expected to come from through trains between London and continental Europe operated run by British Rail and SNCF. These trains, despite delays in completing, high speed links would still remain very competitive with airlines. Revenue forecasts for this traffic therefore were unlikely to be substantially affected.

Of the remaining £333m about 60 per cent, or about £160m, was expected to come from car and coach passenger traffic. Assuming that a limited service would be available from September the total revenue risk at worst is to be no more than £100m. It could be much less if delivery of shuttle wagons could be brought forward. This analysis however assumes that there will be no delay in starting a full shuttle service for heavy goods vehicles.

Sir Alastair said that the delay in starting a full service would not affect the long term profitability of the project.

This was still on target to make its first profit in 1993. At worst the projected gross dividend yield over the life of the project would decline from 15.5 per cent to about 15.3 per cent.

The cost of the project has increased from £4.8bn to £7.8bn since 1987. The group however said yesterday that the two rail tunnels which will connect Britain to France will be completed in May and June this year - six months ahead of the revised schedule.

Savings however will not offset the loss of revenue expected as a result of the delays in providing rolling stock.

Eurotunnel's share price which had opened at 508p before yesterday's statement had slipped to 488p by the close.

See Page 34

## MOTOR INDUSTRY

# Lucas signs deal to supply components for Toyota plant

By Paul Cheeseright, Midlands Correspondent

LUCAS is joining the list of big UK motor component suppliers to Toyota, the Japanese car manufacturer which is building a new £700m assembly plant at Burnaston in central England.

The automotive subsidiary of the engineering group said yesterday that it had signed prototype contracts with Toyota for rear drum brakes, batteries and wiring harnesses.

Toyota has selected more than 80 per cent of the 150 component suppliers for the Burnaston plant and said that it would have a complete list in two months time. Half the suppliers are in the UK and half in continental Europe. Apart from Lucas, the British suppliers include GKN and Triplex, part of the Pilkington group.

Japanese suppliers with British plants include Nippondenso.

All suppliers are subject to prototype contracts. Their products will be subject to testing once trial production starts at Burnaston next year. If that testing is successful Toyota will sign purchase contracts.

Toyota's expansion in the

UK, allied to that of other Japanese manufacturers - Honda at Swindon in western England and Nissan at Sunderland in the north east - is an important factor in widening the European components market. But the technical demands of the Japanese groups and the growing presence of Japanese component manufacturers have set off a process of restructuring among European component groups.

By 1995, Toyota will be buying annually about £700m worth of components, of which 85 per cent will be of European origin. By mid-1993, the group expects 60 per cent of its components to be European-made.

With the selection of component suppliers nearly complete, Toyota is now putting more emphasis on the purchase of plant equipment. One Midlands supplier to have emerged is Versen International. But the search for equipment suppliers is international. By contrast, the last phase of purchasing for Burnaston, involving goods and services used in the running of the plant, will be concentrated locally.

# Rover Group to invest £24m at Swindon site

By John Griffiths

Rover Group is to invest £24m in a second advanced car body panel press at its Swindon pressings plant, bringing total investment in such equipment to £25m.

The first press, capable of producing panels more than twice as rapidly as conventional equipment, is due for delivery at Swindon in July and should be operational next year. The second will be brought into use in mid-1993.

The presses are intended to produce body panels for external customers as well as Rover's range of vehicles.

The most important external customer for the plant is expected to be Honda, which is due to start production at its own car production plant near Swindon from the end of next year, building up to annual output of 100,000 cars a year.

No contracts have yet been signed, although the two companies - which have 30 per cent cross-shareholdings - are understood to be in negotiations.

The Swindon pressings plant already numbers both Renault and Rolls-Royce among its customers.

The investment was described yesterday as a vote of confidence in the Swindon plant, at a time when it has been undergoing redundan-

cies, mainly because of falling production at Rover's Cowley facilities, which produce the Maestro, Montego and Rover 800.

The Montego and Maestro are due to be phased out of production in the early 1990s, when the Cowley South car assembly plant is closed.

Rover recently announced that another 120 jobs were needed at Swindon in addition to 320 redundancies announced last November.

© Jaguar, the Ford-owned luxury car maker, returned to full production yesterday, after two months of working one week on and two weeks off because of depressed demand worldwide.

The move reflects the lowering of stocks to more acceptable levels rather than any significant upturn in demand. Jaguar, like most other luxury car makers, has been hit by severe sales downturns in its major markets, notably the US and the UK.

The end of short-time working follows by a few days a disclosure that Jaguar is seeking further voluntary redundancies among its 9,000 assembly workers in addition to 1,000 jobs lost through just-completed early retirement and voluntary redundancy programmes.

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## Anglo-Irish meeting to welcome new talks

BRITISH and Irish ministers meet in Belfast today for what is expected to be the penultimate Anglo-Irish Conference meeting before talks start on the province's political future, writes our Belfast Correspondent.

Some unionists, who favour retaining links with London, are reported to be irritated that a further conference meeting is planned next month to formally signal the suspension of Anglo-Irish meetings for a set period while inter-party talks take place.

The view among unionists is that since agreement on a talks formula has been reached, Mr Peter Brooke, the Northern Ireland Secretary, and Mr Gerry Collins, the Irish Foreign Affairs Minister, should have been able to conclude business today.

Both sides are likely to express satisfaction with the talks deal.

Under Mr Brooke's plan, the province's constitutional parties will discuss arrangements for governing Northern Ireland before he decides when Dublin ministers are brought in to discuss North-South relationships.

The third strand in the talks process, towards the end of a three-month period, will be discussions between the UK and Irish governments, possibly leading to a new deal to replace the Anglo-Irish Agreement.

Dates and venues for the inter-party talks are still being finalised but Parliament Buildings at Stormont, on the outskirts of Belfast, appears the most likely option.

While the impending talks will figure highly during today's conference, the meeting has a full routine agenda. Security will be discussed and Mr Jeremy Hanley, Northern Ireland's new Health Minister, is expected to make his conference debut during talks on health issues.

● A Fermanagh woman was forced to run half-a-mile with a bomb by the IRA yesterday. The woman was forced to place the device outside the Belleek RUC station. No-one was injured when the device exploded minutes after it was planted.

## Interest rate cuts fail to boost consumer demand

By Rachel Johnson, Economics Staff

CUTS in interest rates failed to give an immediate boost to consumer demand, according to government figures released yesterday.

February's figures for consumer credit and retail sales, published by the Central Statistical Office, indicated that the recession was still entrenched.

They added weight to arguments for further easing of borrowing costs while sterling remains high and strong within the European exchange rate mechanism.

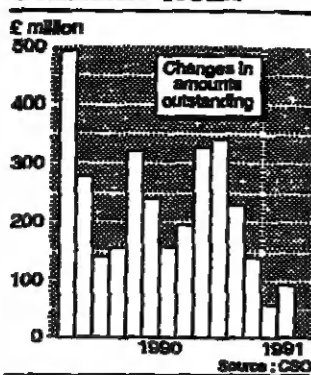
The government started a series of interest rate cuts in mid-February to bring base rates to 12.5 per cent from 14 per cent.

The CSO announced that the amount of new credit advanced to consumers in February was £2.6bn, after £2.9bn in January.

It was the smallest monthly advance for 14 years. Over the three-month period, new credit totalled £11.8bn, after £11.9bn over the previous three months.

Net credit growth - which accounts for credit repaid - is showing an even sharper drop. From a £242m peak in October 1990, the increase in the

Consumer credit



amount outstanding on consumer credit agreements with building societies, finance houses and on bank credit cards fell to £26bn in February. In February 1990, net credit was growing at almost three times this rate.

"These figures imply there has been no resurgence of consumer confidence after the end of the Gulf war," said Mr Don Smith, economist at Greenwell Montagu, the investment house. "Consumers are now scaling back borrowing as well as repaying credit card debt."

Weak demand conditions also showed up in a survey carried out by Infolink, the independent credit reference agency, and retail sales figures. Infolink said that finance houses were experiencing demand falls of 10 per cent for the second month running as consumer confidence showed "no sign of recovery" and that recent base rate cuts had had no immediate effect.

Only in the home loans sector were figures slightly up on last year, reflecting the tentative hope that the housing market has finally bottomed out, it said. Demand for credit in the retail sector was 6 per cent down on the year.

This tallied with the latest government estimate of retail sales. After reporting last week that retail sales volumes were flat in February - after an initial estimate of 1 per cent growth - the CSO announced yesterday that volumes actually declined by 0.1 per cent between January and February.

This confirmed the initial scepticism with which the provisional figures - hinting at a retail recovery - were greeted at the time.

## Stoy Hayward angry as London institutions force audit switch

STOY HAYWARD, the UK's tenth largest audit firm, yesterday expressed its anger and disappointment at the conduct of unnamed City institutions which have forced one of its quoted clients to move its audit to a Big Six firm, writes David Waller.

Stoy, which has attracted criticism in recent months because a seemingly large number of its audit clients have collapsed, has been dropped as auditor by Amber Day Holdings, a quoted clothing retailer.

Mr Philip Green, chairman of the retailing company, said yesterday that a number of large City institutions had expressed their concern about Stoy and that although he was satisfied the firm had done a good job, he had given in to

this pressure from the City. Major shareholders in Amber Day, where pre-tax profits rose from £26,000 to £3,02m between 1988 and 1990, include the Prudential, with a 7 per cent holding, and Midland Montagu and John Gove, with just under 10 per cent each. None were prepared to comment yesterday.

Mr Paul Higgs, Stoy's senior partner, said the firm was "angered and disappointed" that major institutions should use their position to undermine our role as auditors without justification and with no discussion with ourselves.

He added that he would seek a meeting with any institutions which had reservations about his firm. "We will seek reasons for their reservations and we will seek to reassure

them," he said.

Stoy, one of the fastest growing medium-sized firms of accountants in the 'eighties, has attracted bad publicity following the failure of a spate of its audit clients. These include Polly Peck International, Sock Shop, the Levitt Group and Homes Assured.

The firm was also auditor to Astra Holdings, the munitions group being investigated by the Department of Trade and Industry.

Further bad publicity came in November last year when its affiliate in the US became the first large accountancy firm to go bankrupt. The firm has asserted that it is satisfied with its audits of the above companies and believes that corporate failure is being unfairly blamed on auditors.

## BRITAIN IN BRIEF



### Seamen end pay dispute on N-ships

Industrial action involving ships carrying nuclear waste between Japan, Italy and the UK has been halted after agreement has been reached on a 12.1 per cent pay increase for merchant navy officers.

The officers' last month rejected a 9 per cent pay offer from James Fisher and Sons which manages the six ships on behalf of Pacific Nuclear Transport, in which British Nuclear Fuels has a majority shareholding.

Officers, who voted by eight to one for industrial action, decided that when ships returned to the north-west port of Barrow-in-Furness they would refuse to take them out.

British Nuclear Fuels, the largest UK single earner of Japanese Yen said the deal was reached after negotiations with Unisys, the officers' union.

### Poor report for science teaching

A quarter of first year science teaching in British primary schools was unsatisfactory last summer term, according to an official report.

Insufficient resources, the lack of suitable staff and inadequate classroom space all hindered the teaching of the country's national curriculum science.

The findings come in the first evaluation by HM Inspectorate of Schools of Key Stages 1 and 3 for science since the national curriculum was launched in Autumn 1989.

The results are based on visits to 308 primary, 55 middle and 231 secondary schools in 87 local education authorities during the school year 1989-90.



### Cost of barrage across the Mersey rises to £1bn

The cost of a proposed electricity-generating barrage across the River Mersey (above) has risen from £880m to just over £1bn - a 14 per cent increase - according to a report by the consortium planning to build it. The consortium - the Mersey Barrage Company - plans to dam the Mersey between Liverpool and Birkenhead forcing the river through turbines designed to produce enough electricity for three quarters of the area's needs. But opponents, mainly in the shipping and petrochemical industries, claim it will disrupt shipping and commerce around the Mersey river estuary.

### Minister rejects poverty study

A European Commission study reportedly showing a high level of poverty in Britain has been dismissed by the government.

Mr Nicholas Scott, social security minister, said the survey was based on arbitrary figures.

The survey said a greater proportion of the population in Britain was living in poverty than in any other EC country. Of all the people in the Community defined by the study as poor, one in five was said to live in the UK.

### Labour updates policy review

The opposition Labour party is to publish a further general policy statement next week, to update the work of its policy review.

The document, due to be approved by the National Executive Committee, Labour's ruling body, will take account of changes over the past year, such as the party's re-launched industrial policy and Britain's entry into the European Exchange Rate Mechanism.

### Drilling plan at Hadrian's Wall

Plans to allow an oil company, Arco British, to drill for oil near Hadrian's Wall in northern England has been criticised by conservationists.

Northumberland County Council has given permission for an oil rig to be erected about 50 yards from the 2,000-year-old Roman remains. But critics fear it could lead to other drilling operations.

English Heritage, the conservation organisation, said yesterday "This is a world heritage site and ranks in importance alongside the pyramids of Egypt."

### Abta seeks insurance cover

Insurance cover of £7m is being sought by the Association of British Travel Agents this week to give it added protection against any further collapse of UK travel companies. The cover will be in addition to a levy of Abta's 3,700 members to pay for a series of holiday companies which have gone bankrupt without adequate protection.

### Superleague for soccer clubs

The English Football Association (FA), the game's governing body, has decided it should establish a Premier League within its own administration despite strong opposition from senior members of the Football League, which administers the four divisions of football clubs in England and Wales.

It has decided that the so-called Superleague, known officially as the "FA Premier League" should start in season 1992-93. The FA is convinced that a pruned-down premier division, featuring the country's richest clubs, would help to breathe new life into an increasingly unwieldy competitive programme which has hampered the development of the English national team.

Arsenal, the big north London club, has backed the plan. Its executive Mr Ken Friar says the proposals will "ensure a successful and healthy football industry".

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## SOUTH AFRICA

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FT SURVEYS

## FT LAW REPORTS

# A digest of cases in Hilary term

### ARAB MONETARY FUND v HASHIM AND OTHERS

(FT, February 20)  
 BY agreement an organisation was set up known as the Arab Monetary Fund, which was to have independent juridical personality and the right to litigate. The United Arab Emirates (UAE) was an independent sovereign state and by its constitution, a treaty entered into by the UAE became binding on and within the UAE, after confirmation and ratification by decree. It was alleged that the director general of the fund stole about \$50m from the fund which he then laundered through the respondent banks. The statement of claim was struck out at first instance and in the Court of Appeal on the ground that the fund lacked the capacity to sue. Allowing its appeal by a majority judgment the House of Lords held that although a treaty could not become part of UK law without intervention of parliament, by comity the UK courts recognised a corporate body created by the law of a foreign state recognised by the Crown.

### K/S NORJARD A/S v HYUNDAI HEAVY INDUSTRIES CO LTD

(FT, March 5)  
 THE defendants sought to have the arbitrators dismissed as not fit and proper persons to act when they had stated, after their appointment, that they could not make a binding commitment in 1992 for three months and be wholly unsecured for fees. In the circum-

stances, the Court of Appeal held, the commitment sought by the parties subsequent to their appointment was of such an extent as justified a request to consider a payment of a commitment fee and did not of itself amount to misconduct - still less did it warrant removal.

However, if without the concurrence of the defendant, an agreement were now to be concluded between the plaintiff and its arbitrators or a third arbitrator, that would probably constitute misconduct and would at least be undesirable because of the imputation of possible bias.

### ITALIA EXPRESS

(FT, February 15)  
 ON THE present appeal the question was whether legal professional privilege could be claimed for documents which were not previously in a party's possession, which had not come into existence for purposes of litigation, but which had been obtained by his solicitors for that purpose. The courts must not encroach on a litigant's right to seek and obtain legal advice under the seal of confidence, nor on his and his legal adviser's right to prepare for and conduct his case without revealing the effect of that advice. But it was hard to see how those rights were infringed if a party was obliged to produce

an original document which was in existence before litigation was in the air, and obtained from a third party for purposes of the litigation, but which the third party could be compelled to produce at the trial without ground for objection. The fact that a solicitor had obtained a potentially important pre-existing original document from a third party should not enable the solicitor's client to exclude that document from the forensic arena. There would be a real threat to the interests of justice if the law were otherwise.

### RE INSTITUTE OF INDEPENDENT INSURANCE BROKERS

(FT, February 15)  
 FORD Motor Company and General Accident operated a scheme under which each purchaser of a new Ford Fiesta, Escort or Orion was provided with free motor insurance for one year. The scheme aroused much hostility among insurance brokers and intermediaries. The Independent Insurance Brokers (IIB) wrote to about 12,000 insurance brokers and intermediaries recommending that they should cease placing business with General Accident from January 1 1991, and make every effort to re-broke existing business. The boycott was to last initially for six months, and would be reviewed. Granting

an application by the director general of Fair Trading for an interim order restraining the IIB from the boycott, the Restrictive Practices Court held: (i) there was no reasonable prospect of IIB persuading the court that the boycott was necessary for public protection; (ii) it could not be shown that GA's measures had been taken in order to restrict competition; (iii) GA did not control a preponderant part of the market; (iv) the boycott directly discouraged competition and (v) was likely to cause material detriment to GA pending a final court order.

sting the exercise of the intrusive power conferred by that section. In the absence of any proof to the contrary, credit ought to be given to public officers who have acted *prima facie* within the limits of their authority (Earl of Derby (1866) 12 4 Exch. 223). However, when seeking a commissioner's consent under section 20 (7), the Revenue was absolutely bound to make full disclosure of all facts within its knowledge. Failure to make full disclosure would almost inevitably nullify the notice.

### SECRETARY OF STATE FOR TRADE AND INDUSTRY v LANGRIDGE

(FT, February 22)  
 UNDER section 6(1) of the Directors Disqualification Act 1986, a court can make an order against a director of an insolvent company where his conduct made him unfit to be concerned in the management of a company. Section 15 (1) provides that a person intending to apply for the making of a disqualification order shall give not less than 10 days' notice of his intention. In the present case, the secretary of state failed to appreciate that he had not given the length of notice required by s.16(1) which had to be calculated exclusive of the days on which notice was given and proceedings issued. He applied for leave to start new proceedings

out of time, but his application was struck out. In allowing the secretary of state's appeal against the striking out, the Court of Appeal stated that failure to serve a proper 10-day notice was a procedural irregularity which did not render the application for a disqualification order void or voidable. The provisions requiring service of the 10-day notice were thus to be construed as directory rather than mandatory.

### GALLIE LEASING LTD v COBURN

(FT, February 27)  
 GALLIE Leasing was a member of a group which included five other companies, each of which, during the accounting period, sustained trading losses capable of being surrendered to another company in the group for relief from corporation tax. Gallie Leasing's accounts stated that nothing was payable on its assessment, stating that "profits will be covered by group relief". No details were furnished and the accounts of other companies in the group did not show that any reliefs were to be surrendered. Rejecting the contention that a valid claim had been made, the Court of Appeal stated that section 66(1) of the Income and Corporation Taxes Act 1974, specified a two-year limit in which a claim must be made. If Gallie Leasing's contention was

right that there was a sufficient claim within that period if it notified the Inspector, without further particulars, it would deprive the statutory time limit of real effect.

### THE BAIJONA

(FT, March 21)  
 THE shipowners had a demurrage claim against the charterers but were out time in appointing their arbitrator, who, under the charterparty, was to be nominated within three months after final discharge. Granting their application for extension of time on the ground that otherwise undue hardship would ensue under the Arbitration Act 1950, section 27, Mr Justice Webster stated that the total delay of nearly two months was attributable to the shipowners as their fault because it was their solicitors who failed to pay due heed to the time-bar. But it was not simply a case in which they had been doing nothing at all.

On the contrary, they had been pursuing the charterers' solicitors in correspondence and the delay could not be categorised as grave. Moreover, although the court took into account the shipowners' potential claim against their solicitors, it did not attach any considerable weight to it because of the added difficulty of pursuing a secondary claim against them instead of the primary claim against the original defendant.

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Perhaps all of these international names know something about Northern Ireland you don't!

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## TECHNOLOGY

## Philips' light bulb is a gas

Having to change a light bulb in the home is irritating enough. But changing one that dangles over a swimming pool or illuminates a motorway tunnel can be difficult and dangerous.

One answer is to develop a light bulb which lasts for years without wearing out, a task which Philips, of the Netherlands, claims to have achieved.

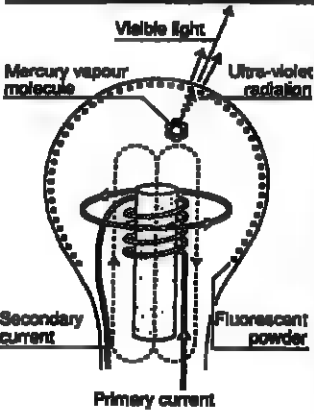
Aimed squarely at the commercial market, the QL induction lighting system uses the same discharge technology found in today's fluorescent tubes. But it is different.

The need for electrodes - which are the first parts to wear out - is eliminated. Philips estimates that each unit will last for 60,000 hours, which means each light would burn continuously for nearly seven years.

The electronics box converts the mains voltage into a very high frequency current, operating at 2.65 megahertz. This current travels into the bulb and around a ferrite core, producing a secondary current. This excites the mercury gas molecules in the bulb, causing them to give off ultra-violet radiation which lights the bulb's fluorescent powder coating, so producing light.

Della Bradshaw

## QL Induction Lighting



The Amlux building towers over the Higashi-Shinjuku district of Tokyo like a blue and black striped rocket: a 14-storey, 220m (800ft) testament to what Toyota, its creator, says is the start of a "new age" in the design, distribution and retailing of motor cars.

Of more modest size and cost, if not architectural style, Mazda's 12.3m "M2" building - perhaps most kindly dubbed plate-glass Doric - is starting to take shape across the city.

The functions of the two buildings differ in extent, but not in concept. The aim of both is to take the car makers deep into the hearts and minds of their customers, to establish precisely what these customers want or need and subsequently to find the best ways of fulfilling their wishes.

The concept should take the Japanese industry another stage closer to tailoring products more finely to car markets which are fragmenting into niches under the pressure of consumer preferences, aided by the flexible vehicle manufacturing systems that emerged in the mid-to-late 1980s.

Since it opened in late September, the people have viewed the Amlux building, according to Yoshiaki Komiya, senior managing director of the Amlux Toyota Company, a Toyota subsidiary set up specifically to operate the complex.

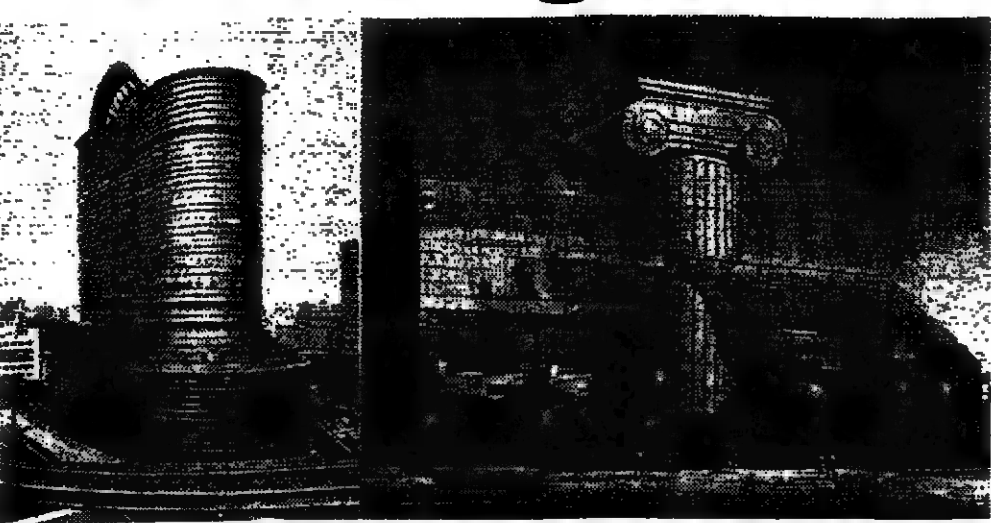
Its basement is given over to Toyota's motor sport achievements. The ground floor display includes an exhibition, using hologram figures, of the car production process.

Most significantly, there is a vehicle design studio. Powerful computer systems, normally used only by research and development engineers, have been adapted to offer a "menu" of styling and other parts, thus allowing members of the public to spend as much time as they wish designing their own vehicles on screen and, in the process, providing Toyota with insights into potential customers' "ideal" vehicles.

Several floors display nearly 100 different Toyota models in "lifestyle" settings. There is also a "silly cinema" which emits appropriate odours to accompany movies about Toyota's cars. Finally, there is a two-way information centre. Here, visitors wishing to acquire specific information about the company, its dealers or products - or expound at length on what they think Toyota should be doing or making - can talk to an audience of note-taking Toyota staff. There is no attempt by

Toyota and Mazda are involving customers in the development of niche markets, says John Griffiths

## Buyers move into the driving seat



A 'new age' of design, both in architecture and vehicles, is expressed by Toyota at its Amlux building (left) and by Mazda at its M2 complex in Tokyo

the latter to sell the cars. The entire complex is dedicated, in a subtle way, to involving potential customers with all aspects of Toyota, and obtaining their views on how the company should respond to their vehicle requirements.

Mazda's M2 complex takes the process considerably further. Like Amlux, M2 has been set up as a separate Mazda subsidiary, M2 Incorporated. It is establishing a network of consumers who will stay in close touch with product planners through M2-organised events and seminars.

Helped by these opinions, M2 will plan and develop vehicles aimed at niche markets. Most remarkably, however, Mazda plans to take a step unprecedented in the world motor industry: to produce and test market two or three new model lines a year, each in volumes of 100.

Mazda views the project as vital "seed corn" in an "intensely competitive world car market, where companies reluctant to make heavy commitments to innovative product ideas and development will be the eventual losers."

A measure of the importance attached by Mazda to the operation is that it is being placed under the control of Michinori Yamamoto, senior managing director responsible for Mazda's R&D activities worldwide.

In this manner Mazda hopes it will be able to repeat in other "niches" the success it has already had with one such product, the Miata sports car.

Launched in 1989, the Miata sells in its tens of thousands around the world. It has proved the folly of once world-leading UK manufacturers in abandoning the volume-built "affordable" sports car market.

The first project is expected to emerge from M2 this year. The centres provide striking evidence that competition between manufacturers inside Japan is as fierce as their drive into overseas markets.

Despite slow sales in recent months, seen as primarily linked to the Gulf war, Japan's vehicle market continues to grow rapidly, buoyed by an economy which has seen rises in gross national product of 4 per cent a year or more recently, with a 6 per cent rise expected in 1990.

While Japan's overall market for cars, vans and trucks last year was up 7.3 per cent on 1989, the figure disguises faster growth in car sales - of 15.8 per cent. This follows growth of 18.5 per cent in 1988 and 13.5 per cent the previous year.

Prior to 1988, Japan's car market had been growing relatively slowly. However, taxation reforms that year acted as the catalyst for a sharp acceleration in sales, fuelled further in 1989 by another package of reforms in which a consumption tax of 3 per cent replaced former commodity taxes imposed on vehicles of between 15.5 and 23 per cent.

Rising disposable incomes fuelled by Japan's soaring economic growth, as high land prices put home-buying out of reach of most people, are considered significant factors. And with the level of car ownership low by western standards, Japanese car makers think there is still room for further growth.

All these factors combine to make projects such as Amlux and M2 more practical than they might otherwise appear.

For Toyota, Japan's largest vehicle maker, there is the perceived need to retain its dominance of the domestic market. Last year it had a 37 per cent

share of total Japanese car sales, down from 40 per cent a year earlier.

For Mazda, the incentive is to build on the big gains it has made with niche products such as the Miata and the larger Eunos coupe. Although it is still a relatively small player in the Japanese market, Mazda made the 1989 gains of any domestic producer last year, with sales leaping by just 1.5 per cent and its profit by 7.8 per cent.

Japan has a total of 11 vehicle makers, and western observers have been questioning for a decade how much longer this number can be accommodated. Senior industry figures, such as Masayuki Saito, Nissan Motor Company managing director, suggest that there is no reason why all should not survive.

The smaller companies such as Daihatsu, he points out, are concentrating heavily on other market niches, notably mini-cars, with engines of less than 650cc. Even this market is fragmenting into niches of its own, with minicar shapes ranging from sports cars, through tiny coupes to cross-country "leisure" vehicles.

Even though the bigger manufacturers are pursuing market niches of their own, says Saito, the explosion in the minicar market - 1.5m were sold in Japan last year - should help underpin the smaller manufacturers.

The Amlux and M2 operations are only the most striking and visible signs of far-reaching changes in the industry, encompassing not just smaller production lines but extending reforms in retailing and distribution.

One of the most seminal changes is the least visible. A few years ago, door-to-door car salesmen, unique to Japan, accounted for most sales. Now, says Toyota's Komiya, they are a thing of the past.

"Japan's motorisation is very recent compared with the west. Twenty-five years ago very few people knew about cars and the expert salesman at their door was necessary. Now we have a second generation that has travelled and that knows all about cars. They like to look at them, touch them, check them out - and that means in a showroom."

Now, he says, the door-to-door men account for perhaps 30 per cent of sales and the figure is falling. In part, this is the result of social changes. "Ten years ago," says Nissan's Saito, "there was always someone at home. Now, everyone works."

## Ceasefire looms in standards battle

By Louise Kehoe

Executives from more than one of the computer companies taking part in today's planned announcement of a new "standard" for the next generation of microprocessor-based computers say it is little more than a publicity stunt. Other participants see it as a watershed event that will shape the future of desktop computing through the 1990s.

Competitors, in contrast, warn that this announcement is designed merely to obfuscate the fact that computer buyers have already chosen the "winners" in the desktop computer battle and that today's grandstanders are a bunch of losers.

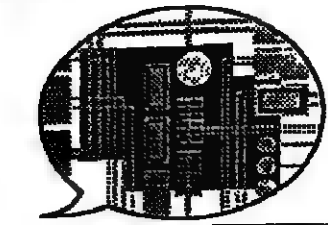
So what are we to make of it when 30 or so computer industry executives, representing some of the largest companies in the industry, stand up in New York and Brussels today to declare their support for a common hardware and software specification that could be the basis of future high-performance desktop computers or, for that matter, mainframe-class multiprocessor systems?

Leading the charge will be Compaq Computer, Digital Equipment, Microsoft, Mips Computer and the Santa Cruz Operation. They will be joined by a host of supporters including Olivetti, Bull and NEC.

Certainly it is significant that Compaq Computer will announce its new Reduced Instruction Set Computing (Risc) chip as a potential "platform" for future computer products. When Microsoft acknowledges that the R4000 will be the first non-Intel microprocessor for its next generation "portable" version of the OS/2 operating system, that will no doubt raise eyebrows.

But neither company is ready to abandon or even reduce its support for Intel's X86 family of microprocessors. They are both, in effect, hedging their bets. Compaq's main equity investment is in Silicon Graphics, a maker of graphics workstations built upon the current generation of Mips Computer chips, underlines its strategic direction.

Some have mistakenly construed Compaq's move to mean that it is about to enter the engineering workstation market. What Compaq really has in mind is a business-oriented high-power computer that will take advantage of Silicon Graphics' high-performance graphics technology and perhaps the raw processing power of the Mips Risc chip.



## TECHNICALLY SPEAKING

Microsoft's role is more defensive. The industry group has not chosen a single operating system for its "Advanced Computing Environment", limited as it is backing both Microsoft's OS/2 and a "unified" version of AT&T's Unix, to be developed by the Santa Cruz Operation.

The highest potential winner in today's events is Mips Computer. Mips Risc chips are a key element in the Risc workstation market. Sun Microsystems' Sparc chips, which IBM and Hewlett-Packard are also backing, are a "unified" version of AT&T's Unix, to be developed by the Santa Cruz Operation.

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Computer buyers viewing this industry drama may recall the last time a computer maker attempted to link itself with an operating system developer - when IBM, in a standard desktop computing. When AT&T and Sun Microsystems joined forces to develop a standard form of Unix it was the industry standard.

Today's announcement may be equally controversial within the computer industry and equally confusing to potential computer buyers. At one industry summit, the industry lamented, computer makers had created problems for all computer users. The danger is that the formation of yet another powerful group promising industry-wide standards will serve only to further confuse and delay a return to strong growth in the computer market.

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**FT SURVEYS**

**CONTRACTS & TENDERS**

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File No : 117 ISS/IB/276  
Order No :  
Date of Issuance : 22.4.1991  
Bid Submission Date : 11.6.1991

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- A complete set of Bidding Documents may be purchased by any interested eligible Bidder on the submission of a written application to the above office and upon payment of a non-refundable fee of 200 USD or 800,000 TRL at the following address: TURKISH ELECTRICITY AUTHORITY General Management Department of Finance İnönü Bulvarı No: 27 Kat: 4 Bahçelievler San. Durağı ANKARA/TURKEY

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- All bids must be accompanied by a bid security in an acceptable form of not less than 3% (three percent) of the bid price and must be submitted to the above office on or before 12.00 hours on 11.6.1991.
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25 ابريل 1991

FINANCIAL TIMES SURVEY

# MANAGEMENT EDUCATION & TRAINING

Tuesday April 9 1991



The 1990s are likely to see a shake-out of business schools in the UK. Demands for more sophisticated courses and teaching methods are forcing a reassessment of programmes. Simon Holberton reports on new approaches to management education

## MBAs at the crossroads

AFTER a decade of growth at breakneck speed the business school, especially in Britain, is at the crossroads.

The motive force behind the rapid expansion of management education was development services in the 1980s when liberal market deregulation and rapid economic growth. The former returned to management its "right to manage" in which management was equipped to meet the challenge.

But by the end of the 1980s and early 1990s there were many signs that the market for business schools was changing. The market was becoming more sophisticated and demanding. The market was becoming more competitive. The market was becoming more global.

In Britain and the US business school academics have been examining the way they organise management education and considering their role in the 1990s. The search for relevance is now at the top of the agenda for every school's director, dean or principal.

In the US there is evidence of a growing impatience with the status quo, tinged with irritation, over what William Shapiro, dean of the Wharton School of Business at the University of Pennsylvania, has called the "third generation MBA syndrome". This describes the phenomenon, in some north American business schools, where a 25-year-old graduate student studies under a 28-year-old assistant professor who wrote his PhD dissertation with a 32-year-old assistant professor - none of whom has worked in industry.

Shapiro's criticism finds an echo in a report last summer sponsored by the US Graduate Management Admissions Council. It pointed to three trends accelerating change and complexity in technology, globalisation of markets, communications and human resources, and increased demographic diversity.

These trends required, the report argued, a reformulation of the MBA degree and a new set of faculty priorities. It also required a departure from present teaching and research practices in which some see "the pedantic sterility of a second class science - one that is too refined to be applied to the problems of a society as complex as our own".



JOHN BATTEN

Vancouver, has called the "third generation MBA syndrome". This describes the phenomenon, in some north American business schools, where a 25-year-old graduate student studies under a 28-year-old assistant professor who wrote his PhD dissertation with a 32-year-old assistant professor - none of whom has worked in industry.

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In Britain, the issue is being learned, too. Cranfield recently published a survey of its alumni to mark the 10th anniversary of its executive MBA. While the skills which Cranfield's MBA graduates had acquired were impressive, the survey highlighted the need for greater training in "people management skills", ethics and political management, together with international and technology management.

Similarly, the London Business School has recently completed a survey of 650 alumni and a number of companies as part of a comprehensive reorganisation of its two-year full-time MBA. The findings reveal the weaknesses of the LBS and of present management education in the UK.

LBS graduates said they enjoyed their stay at the school but their most worthwhile experience was meeting others and the enduring networks which that interaction fostered. They said there was too much emphasis on financial engineering, while there was not enough taught about marketing, organisational behaviour and human resources management.

The companies told the LBS they did not require functional specialists. They wanted graduates who could appreciate a broad range of managerial problems and issues, and who had a taste for ambiguity. They also wanted them to have perspectives on business drawn from other companies.

According to Peter Williamson, the LBS professor charged with redesigning the school's MBA, it will take two to three years before the new course will be fully in place. But at that time it should resemble an "hour glass": its initial emphasis will be general - managing the external environment, government, ethics, environmental issues, markets, people, control and measurement - then move on to techniques and tools to put these in context, and then bring the two together in applications.

"We used to teach the building blocks and then the context," says Professor Williamson, "we're just reversing the sequence. It's just more appropriate to start from that perspective."

What makes it appropriate is the evident secular trend towards seeing business problems and, by extension, management education and development in holistic terms. As Professor Hugh Murray, of City University Business School in London, notes, the pedagogical model of the typical business school has been singularly inappropriate in the development cycle of learning: knowledge acquisition and knowledge application.

For Mr Cannon "business in the 1990s is not wanting functional specialists. Business is being conducted in smaller units; the business is being integrated and brought together; the emphasis is on managing the whole."

But to those who see management as something more akin to a laboratory study as distinct from something that can be learned, the rules of the road or the anatomy of the human body, there is still much for the business school to do.

"There is not a great deal of theoretical underpinning to what [business schools] offer," says Professor John Manganham of Bath University's Management Centre. [Management education] "is all about how people interact in companies but more about business and strategy built around case studies. And case studies are far removed from what actually happens in companies."

At least three years were some 113 institutions in the UK offering an MBA. In the face of economic slowdown and greater discrimination on the part of companies and students, many suspect that the market will witness a shake-out. The key requirement for success will be quality and relevance from management education and development.

"We are being questioned about quality by companies and potential students," says Mr Cannon. "Companies are doing a lot of work and they are knowledgeable about alternative programmes and discriminating in what they buy. The students come with different views, and MBA students are good researchers. The market is becoming more discriminating."

The solution many business schools are opting for is to form partnerships with companies. The recent annual conference of the European Foundation for Management Development was devoted to the partnership theme, with sessions on the creation of strategic alliances, programme development, staff exchanges and research.

A move to get closer to the client is also the premise of a more responsive teaching institution, one which is in tune with what its students need. But such a move may also change the school's relationship to their clients. Things are not going to be quite the same as they were.

**IN THIS SURVEY**

- Diane Summers examines the arguments about management training for executives. Holberton examines the very little formal training in the UK. Page 2
- Lisa Wood looks at the qualities required for international managers. Profile: University of Warwick. Page 3
- Gary Mead looks at an Olympic sportsman who has become a management consultant. Profile: Management Consultant. Page 4
- Professor Williamson looks at the future of management education. Management International. Page 5

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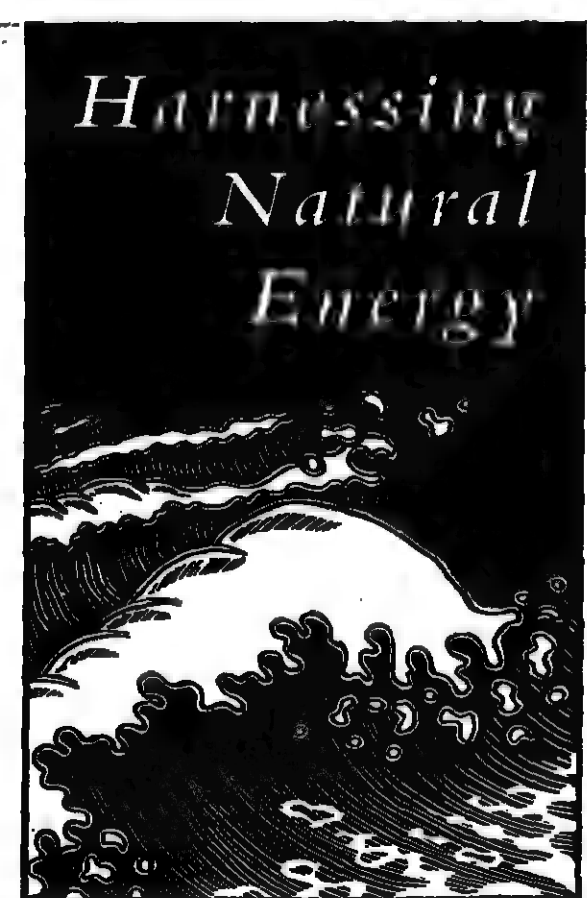
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## MANAGEMENT EDUCATION AND TRAINING 2

Diane Summers examines the arguments for and against separate training for women

## 'Glass ceiling' stops female managers reaching the top

MALE AND female managers have many more similarities in their personalities, goals and behaviour than they have differences. Why, then, bother with the apparent artifice of separate management training for women?

The main argument for women-only management training focuses not so much on the differences between the sexes but on the differences in their experiences. Female managers face obstacles in work that their male colleagues simply do not have to experience.

These obstacles, what has come to be known as the "glass ceiling" - a term coined in the US to describe the way

complex an organisation may hope to provide a level playing field for female employees continuing external social and domestic pressures make that impossible. However, women's management training, particularly if it forms part of a wider equal opportunities programme, is one practical step an employer can take to improve the performance of female employees and to ensure their retention.

What, then, are the specific work-related problems of women that make separate management training appropriate? Ms Susan Vinnicombe from Cranfield School of Management, together with Ms Nina Colwill from the management faculty of the University of Manitoba in Canada, have studied the issue and conclude that:

- Women are more likely than men to suffer from stereotyping and sex discrimination, both of which have a negative impact on their careers;
- Women rarely have female role models in senior positions in their organisations;
- Many women in male-dominated fields feel they are operating in an alien world, in which the rules of power and politics are difficult to grasp. They may also work alongside men who do not share or empathise with their values.

These work issues, together with women's personal concerns about children, domestic responsibilities and partners' careers - are rarely raised in mixed-sex groups. This is partly because, as many



Specialist programme: the Pepperell Unit in session at the Industrial Society in London

Trevor Humphries

have shown, men tend to dominate group discussion, to set the agenda and to interrupt more frequently than women.

While men are found to express their feelings more openly in mixed-sex groups, women express theirs more easily in an all-female context. Vinnicombe and Colwill point out:

In an ideal world, they conclude, there would be no need for training programmes for women in management. "Hopefully the day is approaching

when... trainers have no material to discuss: when power and influence and household responsibilities are equally distributed between women and men; when the salary gap between men and women has closed; and when sexual harassment has ceased to exist. For the time being, however, the need for special courses for female managers is a continuing reality."

There are inherent dangers in separate provision, not least of which is the risk of marginalisation. Activities pursued by

women have traditionally been accorded lower status than those followed by men. The argument is that women could find themselves restricted, by management training resources, to low-status women-only training.

A vital point here, say Vinnicombe and Colwill, is to ensure that support for women's training is clearly articulated from top management so that it is not trivialised as the "girls' day out". More important, women-only training

must be seen as an adjunct to, rather than a substitute for, more traditional organisational and occupational training. This last point is a particular cause for concern, for women, overall, receive less training than men. A recent discussion paper from the Equal Opportunities Commission points out that, among younger workers, men are one-and-a-half times more likely than women to have had job-related training. Of male graduates, 52 per cent received training in their first job after graduation, compared

with only 42 per cent of female graduates.

This pattern seems to continue. Henley management college, for example, has only 10 per cent women students on its masters in business administration (MBA) degree courses. Nearly 70 per cent of MBA students receive some form of company sponsorship, "which may indicate that it is employers, rather than the women themselves, who are reluctant to push their female employees up the ladder," says the college.

London Business School - which claims, with 27 per cent, to have one of the highest percentages of women in any European institution on MBA courses - is concerned that the figure drops to 5 per cent for executive programmes. It has set up a working party, which includes Mr Joe Palmer, group chief executive of Lloyds and General, and Ms Yvette Newbold, company secretary of Hanson, to examine how more companies can be encouraged to develop and support senior women managers.

London Business School also provides in-house courses for organisations as well as external programmes of varying duration. Among the longest-established of the specialist programmes is the Industrial Society's Pepperell Unit development course for women. This runs six weeks and costs about £1,200 a place a week's residential course.

At the slightly blusher end of the market, for a modest £99 (VAT and lunch excluded), Inform Systems will tell women managers, according to the course blurb, how to: "put an end to gossip; insubordination and personal attacks; increase your respect and

It is vital to ensure that support for women's training is clearly articulated that it is not trivialised as the 'girls' day out'

establish credibility as the boss; and gossip: insubordination and personal attacks; increase your respect and

Small wonder that men can sometimes feel threatened by the idea of women-only training: such secrets of the universe ought not to be restricted to just one sex. As Vinnicombe and Colwill point out, those setting up women-only programmes need to be prepared to face accusations of sex discrimination and perhaps even to offer male-only training, too.

Simon Holberton discusses qualifications of directors

## Training goes by the board

THE euphemism is "professional development" but in plain language it would be called training. Less than 10 per cent of directors receive it but a recent study of bankruptcies and liquidations shows, it is a time boards of directors looked to their own training needs.

A recent guide to a director's responsibilities points out there are now 46 criminal offences in the Companies Act (1985) which affect directors. The penalties range from a £400 fine to an unlimited fine and six months to seven years imprisonment. The Insolvency Act (1986) adds further responsibilities and penalties. For fraudulent trading a director can be fined up to £3,000 and jailed for up to seven years.

The governance of companies is becoming an issue from which directors can run but from which they can no longer hide. Yet few, according to survey data, bother to spend any time at all in formal training.

A study by the Institute of Directors published last year estimated that only 8 per cent of directors in Britain have had any training for their board appointment. The study showed that the way they learn about their responsibilities is informal and unstructured; they "pick things up" as a result of other activities.

Furthermore, formal training they have appears to be concerned mainly with the management of a company rather than with the direction of a company. For John Harper, head of professional development at the IOD, this reflects the way in which people become directors.

There are two main routes to the boardroom. The first is the manager who is appointed to the board of his or her family company. Such a person comes with three roles: that of manager, director and shareholder.

and conflicts present themselves when one person is all three," says Mr Harper.

The second route to the boardroom is through promotion. A professional - an engineer, accountant, marketer - is good at what he does and is appointed to the board. Typical of the findings of the IOD's survey, he learns by copying those already on the board.

Yet both of these groups find that they have to learn a different role. While management is typically described as a triangular structure, with the managing director or chief executive at its summit, a board is better thought of as a circle.

According to Harper, the main problem newly-appointed directors have is differentiating between direction and management. This leads to these poorly functioning boards not managing their time effectively. A lot get bound up in the day-to-day running of the company and turn the board meeting into just another management meeting. They do not discuss the real issues - issues of a more long-term policy nature.

"A manager is responsible for results within the context of policies and objectives laid down by his superiors," says Mr Harper. "He works within given conditions and those given are set by the board. The board sets the company ethos, the way it treats its employees, customers and suppliers."

Yet for all this there appears to be a growing recognition for the need for the training of directors. A recent survey of the attitudes of big companies to independent directors by the PA Consulting Group and Sandridge Park Management Centre, found that nearly half of the respondents thought directors needed training.

Among the benefits of such training would be:

- A better understanding of what each individual can contribute and how that contribution could be made;

- Improved communication between independent directors and executive directors;
- A more balanced and focused discussion of business issues; and
- The opening up of the position of independent directors to a wider spectrum of high-calibre managers.

But problems still persist. One of the biggest is the constitution of the board. There are still too few independent directors on the boards of companies. This problem may be compounded if a dominant owner is in the chair. In this case, says Mr Harper, the company may "become too owner-oriented and not enough into account of its stakeholders".

Too few chairmen are approaching the issue with an open mind. The PA/Sandridge survey showed that 70 per cent of non-executive appointees came to the board room via the "old boy" network.

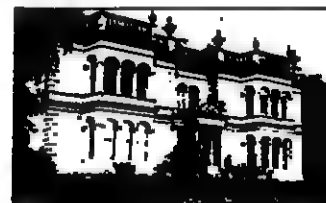
1. Becoming a director? What you need to know, Coopers & Lybrand Deloitte, March 1991, £10. Plumtree Court, London EC4A 4BT.

2. Professional Development of and for the Board, IOD, 116 Pall Mall, London SW1Y 5SD.

3. Non-Executives in the Board Room, available from PA Consulting Group, 125 Buckingham Palace Road, London SW1W 9SE.

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## MANAGEMENT EDUCATION AND TRAINING 4

Gary Mead meets an Olympic sportsman who coaches managers

## Progress by leaps and bounds

BUSINESS managers enduring the recession will, by now, be thoroughly sick and tired of hearing the sagacity of the smug in old phrases and sayings such as "save the pennies and the pounds will look after themselves". But one management education course, Performance Coaching, can hardly avoid running foul of neatly-turned aphorisms to describe its aims and underlying spirit.

The basic philosophy of Performance Coaching might be described as "look before you leap", thanks largely to one of its chief teachers, David Hemery, who at 46 must surely still be one of Britain's most famous and enduringly popular athletes. Gold medalist in the 400 metres hurdles in the 1968 Mexico City Olympics, Mr Hemery is still performance-oriented; only now his attention is much more occupied with the achievements of others.

Proper use of the adrenal glands, stimulating the right amount of adrenaline at the right time, can lead to competition-beating performances - and also opens the door to a whole host of business world analogies, which Performance Coaching plays upon.

Performance Coaching depicts itself as a management system, "using methods"

which produced outstanding results in the sporting arena and transferring the same techniques "in a simple and effective manner into the world of business".

Performance Coaching is backed by The Grass Roots Group plc, a leading motivation company, and provides two basic types of programme: "client specific programme" tailored to defined needs at any location; and regular courses at the National Sports Coaching Centre at the 18th Century Bisham Abbey near Marlow, on the Thames.

Originally, David Hemery's coaching course was aimed at elite sportsmen and women, backed by an educational trust. The chairman and founder of The Grass Roots Group, Mr David Evans, attended one such course. He

was so taken with it that he offered to subsidise the sport coaching, in exchange for which some of the techniques and training used in those courses would be adapted and deployed for use with jaded, confused and tired business executives looking for ways to improve their own and their staff's performance.

Performance Coaching now operates an open course once a week on average, with companies such as ICI, Barclays and Midland banks and the Kent police in attendance. What they learn and experience for themselves is a short course - two days, usually, costing £100 per individual or £500 for two - in the use of mind as a tool for improved efficiency.

David Hemery is fond of saying that "the mind is a key" which can unlock obstacles in the way of motivation and, by extension, success, whether it be in sport, business or personal relationships.

He says that the aim of his course is to "assist others by asking questions. The course is based on the notion that there is no best, in business, it may be, are those who are both the most successful in that area and who take responsibility". In that way, responsibility is shared off to the all-round benefit of individual and company. While the courses do have a small physical element to them - such as organising races between groups fixed to the same set of skills, encouraging team thinking and co-operation - the bulk of the time is spent

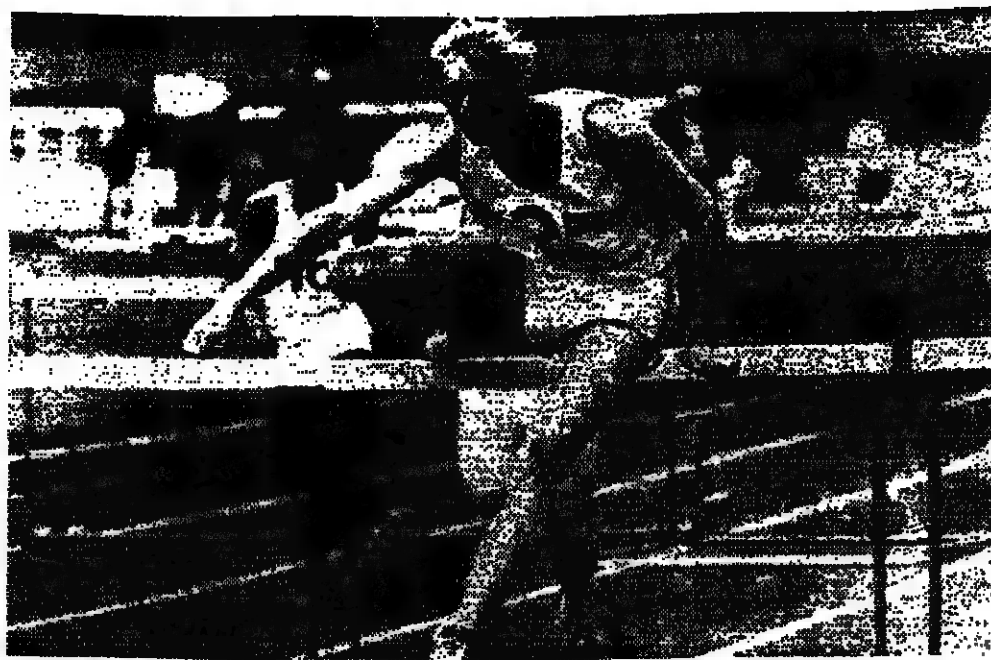
in posing, considering and answering questions.

David Hemery believes that management can no longer "rule by fear", that what he calls "old carrot-and-stick approach - threats and/or the promise of more money" has been proved to no longer work as a technique of improving employee efforts.

"The advance," he says, "the final step, is this one of self-responsibility."

He agrees that the raising of self-awareness and the generation of willingness to take responsibility is, essentially, a very common-sense target. But he adds that "even I, who have been teaching this for five years, am still sometimes surprised at my own blind spots."

He mentions the cautionary tale of daily telling his small son not to drop his overcoat on the kitchen floor immediately after arriving home from school. "Suddenly I realised that I could be saying the same thing and still getting nowhere



David Hemery: surmounting hurdles is what management is all about

for months. I asked myself the question, 'What am I trying to do?' The next day I then asked my son, about to drop his coat on the floor, 'What else could you put your coat?' Since then my son has found all manner

of useful and sensible places to put his coat at the end of the day, and I have found a solution to something petty but exasperating. It is precisely that kind of question-posing which is at the heart of the

courses being run by Performance Coaching.

Mr Hemery argues that one reason for persisting in a course of fruitless action - as evidenced by his coat-dropping anecdote - is that "it takes time for a culture to change. We are in an analytical, telling culture, where people in authority lecture us. There is a place for that but our simple step-by-step approach, with a sequenced order of questions for problem-solving, means that the individual is brought into involvement with whatever issue it might be. That creates self-awareness and self-responsibility."

At the end of the philosophy, managements are uti-

## MANAGEMENT CHARTER INITIATIVE

## Standards of competence

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"Against the promises of the past, we've now actually started delivering things," says Mike Taylor, acting chief executive who was seconded from Shell. After a long period of deliberation, "we've moved away very dramatically from being a talk shop".

The Management Charter Initiative (MCI), formally launched in July 1988, commits its members to a code of practice designed to ensure the highest standards of leadership and management training across the country. More than 850 British companies, public sector agencies and institutions have signed up.

However, not everyone is an enthusiastic. "I'm all for management training," says Professor Leo Murray at Cranfield School of Management. "But I am thoroughly disappointed at what has happened at MCI after all this time. It doesn't seem to have had much impact on British industry."

The organisation was originally inspired by a series of depressing research findings on the state of British management, published in the mid-1980s. Work by the National Economic Development Office, Professor Charles Handy and others in the academic world pointed to an abysmal lack of management training. "They were very condemnatory," says Mr Taylor.

Lord Young, then in charge of the Department of Trade and Industry, threw down the gauntlet. John Banham, director-general of the Confederation of British Industry, and Bob Reid, chairman of Shell and now at British Rail, were among those who picked it up.

But they decided no existing body could do what was required, and hence founded the National Forum for Management Education and Development, the parent body of MCI. "Our aim was to improve the quality, quantity, relevance and accessibility of management education," says Mr Taylor. "Those elements are still the driving force."

The most important achievement of the MCI, according to Mr Taylor, has been the development of management standards linked to judgments of the competence of individuals. "It is the first ever definition of the managerial role in the UK," he says proudly.

Occupational Management Standards I and II, for junior and middle management, have now been published. An additional version for supervisory staff is due out at the end of April, while a more senior strategic-level equivalent is also under discussion. The aim is to highlight a series of "units of competence" at each level of management, made up in turn of a series of "elements".

In Management I, for example, one of the nine units of competence is to "seek evaluation". Its elements include obtaining and evaluating information to aid decision-making, and recording and storing information. In Management II, a third element is added: forecasting trends and developments which affect objectives.

Mr Taylor stresses that competence goes beyond the traditional training syllabus. A certificate of managerial competence might at best act like a reference: "It could get you into an interview, but I suspect it will do very little more."

MCI's local networks may be a far more significant contribution to emerge than attempts to quantify competence, although their future has yet to be clarified now that TECs are up and running.

It will be some years yet before the first managers trained and certified according to the MCI guidelines can truly be said to stand against their peers.

Andrew Kakabadse, professor of management development at Cranfield, argues that most management development courses have their limitations and problems. The best ones are often "not very good at specifying what skills are most significant to effective management. What they need is people to help them implement their ideas, not to interfere by testing their competence."



Mike Taylor

He sees little difference between the MCI standards and the core elements in existing business school and management training syllabi. A certificate of managerial competence might at best act like a reference: "It could get you into an interview, but I suspect it will do very little more."

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## Sensual still-lives

William Packer reviews Euan Uglow

An exhibition by Euan Uglow is always an occasion for London's art world, and his latest, *Ideas 1982-84*, just opened at Browse & Darby (19 Cork Street W1: until May 4), is at least as intriguing as any of its predecessors. He is, quite simply, one of the most distinguished painters of the figure that Britain has produced since the war. With Francis Bacon, Frank Auerbach and Lucian Freud, he stands in a narrow and elevated company. For his scrupulous attention to the visible fact and his realisation on the canvas he is closest, perhaps, to Freud, but yet they could hardly be more different. Each has arrived at his present position by his own distinct route.

In Uglow's case, it was by way of the Stude under the aegis of that proponent of exact measurement, William Coldstream. But again the two artists could hardly have been more different: where the elder painter would always struggle to sustain the self-imposed system of registers and remeasurement, Uglow registers each shift in the perception of the real and objective world, the younger would both accept and transcend such limitations. There too, visible in the work, are all the marks of reference and registration, but not rying with them any sense of failure, indecision and frustration.

Rather they supply the abstract formal structure, the spatial matrix within which the visible object may be fixed and tested, and the changes that occur through the long process of the painting properly monitored and registered. It is a nice irony, that in the devising and mastering of such a method, to the suit of establishing the object and permanence of things, their essential mutability and the passage of time emerge as central preoccupations. The model stumps and bends and moves to the same mark; the flower droops; the fruit slowly shrivels in the bowl.

The contrary is almost the case. On entering the gallery, what we confront is a body of work, sustained now over nearly 40 years, that to any viewer innocent of the artist's larger engagement with the nude female figure must propose that here we have perhaps the most distinguished painter of still-life since the war. But it is not really a case of an either/or, of the figure against the still-life. While it might be useful, this once, to be reminded of the existence of this work as a distinct corpus, it works at a more fundamental level to proclaim the essential interdependence of the two.

To those of us more familiar with the major nudes - and it might have been useful to have been allowed the sight of just some of them - thoughts of the comparable of the model object, the figure as still-life, are inescapable. And as for the still-lives themselves, their most intriguing quality is an immanence of physical richness, succulence, sensuality - a quality more usually conjured up by the image and imaginative presence of a woman, remote pictorial convention though she may be.

As in the figure paintings, so in the still-lives, the space is the same: simple, shallow, frontal, eminently contrived. The wall or screen behind shuts off and encloses this little world, as though it were a stage on which the creative imagination may propose anything. But that stage must be occupied by effective, that space articulated. In all respect Uglow's pictorial logic is unflinching, perspectives immaculate, relationships established, and it is not by chance that he has called this show *Ideas*, for the formal games, contrivances and devices he finds irresistible.

The camellia in the tall thin vase, the single pear on the table, the classical statuette head - such ideas return to him again, and again, after many years. But it is not so much the idea as the image, and the direct fascination he has with the object itself, just as with the model as she sits there before him in the common space of the studio, that is surely the truer interest. Being less cerebral, more intuitive, hardly makes it less profound.

The truth would seem to be that in Uglow we have the classical and the romantic temperaments combined at a critical equivalence, his romanticism disciplined and the more poignant for



Camellia, 1981, by Euan Uglow. Oil on canvas

its constraint, his classicism the determining quality, yet ever moderated by his sensibility. The *Ideas* wish to parade his cleverness from time to time, but the romantic often diverts him, even runs away with him. And it is in the still-lives that we see the grip relaxed, the touch no less exact but lighter, the paint looser,

more seductive and ambiguous, if only by a degree, the colour sharp, juicy, pliant. Just so do we think of Zurbarán perhaps, of Fantin-Latour, of Chardin above all, for the gentle, sharp physicality of their observation, though it be only of still-life, that is paradigm and metaphor of life itself. Memento mori.

## Russian Spring

ROYAL FESTIVAL HALL

Festivals follow festivals on the South Bank with hardly a pause for "non-thematic" pleasures. Now we have entered a Russian Spring, and been invited to celebrate the cracking of the deep ice of Stalinist ideology, and examine the cultural-historical consequences of the thaw. A Hayward Gallery exhibition, *The Revolution of the Word*, and a literature series called *The Revolution of the Word* complete the far-reaching and well-devised musical investigations of the Russian Spring itself, which opened over the weekend with two concerts at the Royal Festival Hall.

Later concerts will focus attention on the work of composers of the West (Dmitry Shostakovich, Elena Prokofiev, Gubaydulin, and on such neglected and fascinating figures of the post-Revolutionary decade as Alexander Mosolov, Dmitri Protopopov and, most notably, Nikolay Rimsky-Korsakov. But to begin with we heard from the Soviet Union's two senior composers, the establishment of whose reputations pre-dates perestroika - Edison Denisov (b. 1929) and Alfred Schnittke (b. 1934).

The latter is Shostakovich's authentic heir: a composer of limitless technical resources, audacious innovator and pas-

sionate ironist; able to generate with his own means the sort of sustained bleak intensity and wild satire that are the twin characteristics of Shostakovich's music. The satire of *Sommerhochzeit*, the first item on the London Philharmonic's programme on Saturday night, is, however, less wild than weird and wry. The ambiguous title was a warning to the audience of the 1982 Salzburg premiere that this would be no Mendelssohnian reverie. As in Angela Carter's short story, *Over the Wall*, and incidental music for *A Midsummer Night's Dream*, it is in a cool and English summer, Schnittke's *12*, of course, nowhere near Athens; the script is a positive maze of *faux pas*.

The unlikely first sounds are from a violin-and-piano duo at the beginning of the second violin, and a harpist at the back of the cellos. Their quasi-Schubertian minuet is round the orchestra and subjected to all manner of delightful, witty transformations. In this two senior composers, the establishment of whose reputations pre-dates perestroika - Edison Denisov (b. 1929) and Alfred Schnittke (b. 1934).

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Paul Driver

## Towards the Millennium

ROYAL FESTIVAL HALL

In each successive year from now until 2000, the South Bank's *Towards the Millennium* series is to celebrate a successive decade of our century - only by replacing each, the last masterwork, by a new one, by those that will miss out Friday's concert by the City of Birmingham Symphony Orchestra offered Rakhmaninov's 1909 Third Concerto, doubtless for safety, and some particularly intrepid delving which brought up *Asrael*, Symphony no. 2 (1904-6), the "Asrael". In the event, the expectations I had proved to be all wrong.

There are fine, serious pieces by the Czech composer (born 30 years after Janáček, among them a visionary cantata called *Under the Apple-tree* which made a considerable impression on records a few years back. The Second Symphony was Suk's response to personal grief he began as a memorial to his father-in-law Dvořák, but in mid-composition his wife also died ("Asrael" is the angel of Death). The result was this five-movement, hour-

long symphonic elegy, predominantly slow, much of it generated from a ubiquitous "motto"-theme. For all the sensitive care that Simon Rattle and the orchestra took to the work, it seemed too anchored to an expressive monotone, and too starved of symphonic energy, to justify its length.

Perhaps I just didn't succeed in tuning to the right wavelength for this music. For all that I could hear, Suk's music is his grief-stricken mode, and his grief-stricken mode is his basic material regularly and diligently, and small imaginative leaps in the orchestration, supplied some contrasting quicker passages that go nowhere in particular, and concluded - after an interminable time with a routinely "ethereal" ascent in a major key (and a plain echo of Strauss's *Zarathustra* close). This is some play with odd, pungent chord-sequences, but they barely rattle the surface of a blandly tonal score. More sympathetic listeners may well think me cloth-eared.

Against the expected new

depths of the 19th-century symphony, the Rakhmaninov movement might have been intended to illustrate persistent 19th-century hangover - particularly with Rattle's Ouset in the piano, which reveals so clearly the 19th-century pianism. Suk is not only like the new, romantically flexible (the ice-princess now reveals a melting heart), but the conductor Rattle was bent upon setting Rakhmaninov's boldest flights in bold relief, his gauntly daring harmonic leaps, his creatively sharp orchestration, the sharp natural surprises.

Ouset was in quite wonderful form, and all the "planistic" stuff was masterly. The whole performance was stretched out between extremes from a rigorous solo solo start to a triumphantly reckless speed for the thudding-tune in the finale, and for the peroration an operatic rubato on the grand-scale, just a notch short of rapturous parody.

David Murray

## Anowa

THE GATE THEATRE

The new production at The Gate starts and ends with some West African tribal dancing with special reference to fertility rites. For a good two hours in between, however, *Anowa* is a thoroughly well-written conventional play that draws quite heavily on Shakespeare, notably *Macbeth*.

The piece is about childhood. Anowa is the Ghanaian girl who is said to have turned down 30 husbands. She goes off instead with a handsome stranger called Kofi. The couple bear no children, not perhaps because Anowa is barren, but Kofi consumes his manhood in the pursuit of wealth and the acquisition of slaves.

As the play develops, Kofi becomes more and more like a king or emperor, even wearing

a crown and sitting on a throne. *Anowa* becomes more and more estranged, though there is no suggestion that Kofi has been using the slaves for anything other than work.

That is where the unmistakable echoes of *Macbeth* come in. She wonders about like a mad woman; he has his form of estrangement as a man who cannot turn back on the venture he has begun. In the end, Kofi shoots himself and Anowa drowns herself - both offstage.

There are other themes. The lasting effects of slavery is one of them. So is the meeting of black and white, or perhaps domestic and foreign, cultures. Not least, *Anowa* raises the question of how an intelligent woman can cope with a predominantly male-oriented society. "I like you and the way you are different," says Kofi, "but sometimes you are too different."

Some of the touches, like the introductory and closing music, are distinctly West African. But do not go to see *Anowa* looking for something exotic. What will strike you is not how different it is from developed western culture, but how similar. It is a very well-constructed, thoughtful piece.

*Anowa* is played with superb self-control by Jay Williams, who is Kofi by David Harwood. The play is directed by Charles and was written by Ama Ata Aidoo as long ago as 1970. It is part of a season of women's theatre sponsored by NatWest.

Malcolm Rutherford

## Dawn Upshaw

WIGMORE HALL

On Saturday we had a solo recital at last from Dawn Upshaw, who has been picked up greedily everywhere else while British scouts were asleep at the switch. Describing this young American soprano as your ideal soubrette wouldn't be far wrong, if taken in the most complimentary way. The voice has a disarming, "natural" openness, a silvery ring up top, but also a soubrette's appealing huskiness at the corners of phrases, a candid middle - and a pitch. Furthermore, she has an open-armed address, (literally, she enacted every song with unabashed gestures), palpable intelligence and the professional energy of a musical comedy star.

She is a hands-down winner, and tickets for her performances are going to be hard to find. Part of her poignant appeal lies in seeming to have reached a miraculously early prime: one thinks, "Can this possibly last?" But probably it will, she is too clever an artist to let a fresh, pretty voice serve as her trump, as her choice of programme showed. Little of it was standard recital fare - the only evergreen was Schubert's "Ave Maria", which came merely as the closing song of his whole "Elen" set (after Scott's *Lady of the Lake*).

There was obscure Schumann (the *Mythen-Lieder* after Burns and Byron), Brahms' songs for the mad Ophelia, a new song-cycle by the American John Harrison, guaranteed to be rebarbative in popular terms, and a final Rakhmaninov group some way outside her established range. Full marks for Upshaw, though against Gilbert Kalish's open-lidded piano in Rakhmaninov she found herself forcing her timbre a bit.

An alert, even menacing accompanist, Kalish had very definite ideas - odd ones for Schubert and Schumann, who sounded stiff and dry under his fingers.

Upshaw's wholehearted eagerness was never dented. In the Harrison cycle, on a pair of sour maturity by Michael Fried, she compensated for her innocent tone with astringent drama. These are intricately wrought songs, as much for the piano as for the voice, so it is a pity that Upshaw was determinedly forward with their bright, spiky pattern-making. At any rate, we were left in no doubt that this enchanting singer has no intention of resting on her soubrette laurels. Goodness knows what she may get up to next.

David Murray



Wilhemina Fernandez and Damon Evans in 'Carmen Jones' which opened at the Old Vic last night and will be reviewed in tomorrow's paper

## INTERNATIONAL ARTS GUIDE TODAY'S EVENTS

## AMSTERDAM

Concertgebouw 20.15 Vernon Handley conducts Netherlands Philharmonic Orchestra in music by Rachmaninov and Bliss, with Kathryn Stott in Chopin's Second Piano Concerto. Repeated tomorrow, Fri and Sun (6718 345)

## BERLIN

Staatsoper unter Linden 19.00 Wolfgang Rennert conducts in music by Wagner and Strauss. Tomorrow: Bruno Sebastian Goldberg sings Tannhäuser (2004 762). Kasper's production of *Idomeneo*. Fri: Die Zauberflöte (2292 555). Deutsche Oper 19.30 Stefan Soltes conducts Der fliegende Holländer with Jose van Dam and the Dutchman and Sabine Hass as tomorrow; concert performance. I Puritani. Fri: Otello (3410 249). Schauspielhaus 20.00 Peter Rosel and Santiago Rodriguez play music for two pianos. Thurs and Fri: Alceste conducts Berlin Staatskapelle (2272 261)

Philharmonie Kammermusiksaal 19.00 Kurt Masur conducts Philharmonic Orchestra in music by Kurt Masur and Ernst Toch. Thurs and Sun: *Die Walküre* with Berlin Philharmonic (2614 777)

## COLOGNE

Philharmonie 20.00 Hiroshi Iwaki conducts Gürzenich Orchestra in Schoenberg's *Verklärte Nacht* and Brahms' Piano Quartet, with Mikhail Rudy soloist in Mozart's Piano Concerto No 21. Tomorrow: Tzannek Periman, Vladimir Ashkenazy and Lynn Harrell play Brahms piano trios. Thurs: Justus Frantz plays Mozart piano concertos. Fri and Sat: *Die Walküre* with the Orchestra National de Lille (2601) Schauspielhaus 19.30 Tanz-Forum production of Count Dracula, choreographed by Jochen Ulrich, music by Samueli Tahlja. Thurs, Fri, Sat and Sun (221 8400). Opernhaus 19.00 Complete cycle of Der Ring des Nibelungen begins on Fri with Das Rheingold, followed by Die Walküre on Sun, Siegfried on April 21 and Götterdämmerung on April 22. Hans Wallat conducts, with Robert Halls as Wotan, Nadine Secunde as Sieglinde, Deborah Polaski as Brünnhilde, Hanna Schwarz as Fricka and Hartmut Walker as Alberich (221 8400).

## FRANKFURT

Alte Oper 20.00 Neville Marriner conducts Academy in Stravinsky's Firebird, Michael Tippett's Water out of Sunlight and Brahms' Violin

Concerto, with Anne-Sophie Mutter. Thurs and Fri: Dmitri Kabalevsky conducts Frankfurt Radio Symphony Orchestra (1344 400)

## THE HAGUE

De Persijn 20.15 Netherlands National Ballet in *Les Sylphides* and Juliet, music by Prokofiev, choreography by Toer van Schayk. Thurs and Sat (360 000)

## LONDON

MUSIC Covent Garden 19.00 Gennadi Rozhdestvensky conducts revival of Andrei Tarkovsky's production of Boris Godunov, with a cast led by Peata Burchuladze, Gwynne Howell, Robert Tear and Eva Randova. Thurs and Sat (240 1068). Royal Festival Hall 19.30 Walter Weller conducts Philharmonia Orchestra in music by Mendelssohn, with Maria Jose Pires in Liszt's Piano Concerto No 26. Tomorrow: Orchestra of the Age of Enlightenment. Thurs: Andrew Davis conducts BBCSO. Fri: *Die Walküre* with the Orchestra National de Lille (2601) Theatre This week's shows include Carmen Jones, Oscar Hammerstein's Bizet-inspired *Les Huguenots* set in the US in the Second World War, *Amadeus* by Simon Callow (Old Vic), English Shakespeare Company productions of *Twelfth Night* and *The Winter's Tale* directed by Michael Bogdanov (Aldwych), Ian McKellen as Richard III (National), and the acclaimed RSC Opera North production of *Show Boat* (London Palladium). Phone Theatreline: Plays 0836 430959 Musicals 0836

0836 430959 Musicals 0836

Thrillers 0836 430959

## MADRID

Auditorio Nacional de Musica 19.30 City of Madrid Chamber Orchestra in music by Telemann, Boccherini and Vivaldi. Thurs: Mozart quartets. Fri, Sat and Sun: *Die Walküre* with the Orchestra National de Lille (2601)

## MUNICH

Staatsoper 19.30 *Die Walküre* by Béart, Balanchine and Hans van Manen, with Thurs. Tomorrow and Fri: *Il barbiere di Siviglia*. Sat: Werther with Agnes Baltsa and Francisco Araza. Sun: Cranko production of Romeo and Juliet (221316)

## NEW YORK

MUSIC Metropolitan Opera 20.00 Plácido Domingo conducts *Travis* with *Il Trovatore*, Nell Shicoff and James Morris. Tomorrow and Sat: *I Puritani*. Thurs: La Clemenza di Tito (362 6000). THEATRE This week's shows include *A Raisin in the Sun*, with Eileen Atkins starring as Virginia Woolf in an adaptation by Patrick Garland of her last calling on women, talent and freedom (*Lamb's Theater*). The *Melba*, all-male production of Jean Genet's modern *about* two sisters who try to escape their lowly position in life through a deadly game of make-believe (*House of Candles*), the comedian Jackie Mason's one-man show (*Neil Simon*) and *Candida*, 8

play about a suburban Londoner who must leave her husband and an 18-year old girl (Playhouse 91). Ticketron (444 0102) answers inquiries and sells tickets

## PARIS

Palais Garnier 19.30 Opera Ballet in *Nijinska/Nijinsky* programme, including *L'Après-Midi d'un Faune* with *Les Fils de Spring* in Nijinsky's original choreography. Runs till Sat (4742 6371). Opéra Bastille 19.00 Philippe Auguin conducts Robert Caron's production of Manon Lescaut, with Diana Bentley in title role and *Les Moldaves* as Des Grieux. The production runs till May 4, with further performances on Thurs and Sat (4001 1616). TNP-Châtelet 19.00 Piano recital by Catherine Collard. Tomorrow: Boris Berezovsky, Tchaikovsky prizewinner (4028 2840). Salle Pleyel 19.00 Jean Martin conducts Ensemble Orchestral de Paris in all-Mozart programme, with June *Les Fils de Spring* in Nijinsky's original choreography. Paris (4563 0796)

## ROME

Teatro dell'Opera 20.30 *Il Trovatore* with a cast led by Agnelli Millo and Dolara Zajic. Also Thurs and Sat (463641)

## ROTTERDAM

De Persijn 20.15 All-Mozart programme with Amsterdam Mozart Players. Tomorrow 12.45:

back concert with Rotterdam Philharmonic Orchestra by James Conlon. Thurs, Fri and Sun: *Die Walküre* with the Orchestra National de Lille (2601)

## VIENNA

Staatsoper 19.00 Horst Stein conducts Der Rosenkavalier with Gwyneth Jones as the Marschallin and Kurt Rydl as Octavian. Tomorrow: *Die Walküre*. Thurs: *Die Walküre*. Fri: *Die Walküre*. Sat: *Die Walküre*. Sun: *Die Walküre*. (51444 2260). Musikverein 19.30 Vienna Philharmonic plays piano trios by Haydn, Smetana and Urbaner. Thurs: *Die Walküre*. Fri, Sat and Sun: George Clough conducts Vienna Symphony Orchestra (505 8190). Konzerthaus 19.30 Gerhard Schütz accompanied by *Les Fils de Spring* in Nijinsky's original choreography. piano recital by Ingrid *Les Fils de Spring* (7124 6860)

## WASHINGTON

Kennedy Center Concert Hall 19.00 Lorin Maazel conducts National Symphony Orchestra in *Sibelius' Fifth Symphony*, with Viktoria Mullova in *Violentemps*. Thurs: *Die Walküre*. Fri and Sat: Maazel conducts Wagner, Druckman and Mendelssohn (467 4600)

## ZURICH

Tonhalle 20.15 Marek Janowski conducts Tonhalle Orchestra in Shostakovich's Tenth Symphony, with Frank Zimmermann soloist in Prokofiev's First Violin Concerto, tomorrow and Thurs (201 1580)

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## Reshaping the exchange

THERE ARE few, even in the upper reaches of the Labour party, who would nowadays argue with the proposition that there is a strong public interest in the maintenance of a healthy securities market in London. Whether there is a comparable public interest in the survival of London's International Stock Exchange is a rather different question. Yesterday's decision by the exchange's council to seek shareholders' approval for radical reforms of the constitution and governance of one of the City's oldest institutions is one more acknowledgement of a fundamental truth. In today's world of high technology and competitive deregulation there are many others who would happily take over any or all of the exchange's functions at the drop of a hat. Small wonder the exchange's council has acknowledged that the managerial habits of a club are no longer appropriate.

The International Stock Exchange's chief function is to provide regulated markets in securities. That, in practice, means efficient pricing, adequate liquidity and secure settlement for investors. The huge upheavals in the 1980s, leading to the abolition of exchange controls and the liberalisation of the exchange cartel, have stripped the former club of much of its power and influence.

**Justifying existence**

The key regulatory function of authorising those entitled to deal in the securities market has been lost to a new watchdog, The Securities Association. The globalisation of capital flows has turned other countries' exchanges and other people's settlement systems into competitors. The victory of the screen over the old floor has done away with the exchange's role as a landlord. In short, the exchange has to justify its own existence to survive, and that means speaking not only to the member firms that now dominate the council, but to a wider group of users.

Under the plans advanced by the council, Mr Andrew Smith and his chief executive, Mr Peter Rawlings, the council will be turned into a board with up to 25 members compared with the present 32.

## Ups and downs in Japan

NOT FOR the first time, Japanese politics seem to be in turmoil. A member of the governing party has resigned and the prime minister appears under threat. All this happens the week after what look like inconclusive, even pointless, talks with the US president during another rocky period in trans-Pacific relations and the week before what ought to be a momentous first visit to Japan by the president of the United States, from which a new bilateral relationship might emerge. But, not for the first time, it is far from clear whether all this matters very much. Japanese politics provide a delicious intrigue and scandal but the ship of state generally seems to sail purposefully on regardless. The interest drama may prove to be no exception.

The main conclusion from Sunday's local elections is that the ruling Liberal Democratic Party, internally riven as it may be, is as solidly entrenched in national politics as ever. Though egg-shattered as a result of its spectacular misadventure in Tokyo, it is a significant nationwide gain. Even if it loses in Tokyo, it carries the LDP banner. There was nothing even to approach the desire for change fleetingly apparent in the 1989 upper house elections, when the LDP, besieged by the Reform Party, took a desperate hammering.

Nevertheless, the LDP did sustain the largest individual casualty - Mr Ichiro Ozawa, its secretary general, who resigned in order to take responsibility for the party's backing the wrong horse in Tokyo. Mr Ozawa will probably rise again after a decent interval, but his temporary demise is instructive in the nature of internal party politics.

**Younger generation**

He represents, though not exclusively, the younger generation which was supposed by now to be taking over the party from the mostly insular elders who have run it since 1974. While a conventional dealmaker domestically, he has shown an interest in international initiative and accommodation - with the US, the Soviet Union and Japan's Asian neighbours. He may

It is a commonly held view that road traffic congestion in Britain has reached crisis proportions. This cannot be so: for if today's traffic levels constitute a crisis, what would remain for the congestion to come?

The Department of Transport forecasts that total traffic (that is, vehicle miles) on UK roads will grow by between 10 per cent and 12 per cent by 2025. If enough new road space were provided, this growth could be theoretically absorbed. But under the government's already massively expanded £12bn road-building programme, only 2 per cent will be added to total road capacity by the end of the century.

Against that background, and given the planning and environmental constraints in a country as densely populated as Britain, it seems inconceivable that enough road space could be provided to meet the forecast traffic growth, even if the necessary funds were available.

The implication is clear. Either Britain's roads are to become gradually more congested until they reach the point of paralysis and people voluntarily abandon their cars, or people are going to have to be restrained from using their cars.

Britain is not unique in suffering from traffic congestion; but as a country with one of the world's highest rates of vehicles to available road space, and yet having one of the world's lowest rates of cars to population, its problems loom particularly large.

The main factor underlying rising traffic levels in Britain, as elsewhere, is economic growth. There is a direct correlation between economic activity and demand for transport. As more goods and services are produced and consumed, more transport is required to carry them. With more money on their hands, people shop more, travel more, and more is spent on leisure.

Exacerbating the rise in road traffic is the human race's love affair with the motor vehicle. People want to buy and own cars because of the freedom and mobility they bring. The number of cars in use in Britain rose by 33 per cent between 1980 and 1988, but the rate of increase has slowed to 35 per cent of UK households will have no access to a vehicle.

Meanwhile, people are not only buying cars, but using them more, and for longer journeys. Rising car ownership has allowed urban development to become more dispersed, and people now live further away from where they work, shop and enjoy their leisure.

Recent concern over the speed of traffic growth has focused on the environmental implications of the consequent increase in exhaust emissions. This is undoubtedly a serious problem. However, it is one capable of resolution.

In the short term, people can be encouraged to buy cars with smaller engines, and manufacturers can speed up the process of making cars more fuel-efficient. In the longer term, advances in technology may provide alternative fuels which emit less carbon dioxide when burnt.

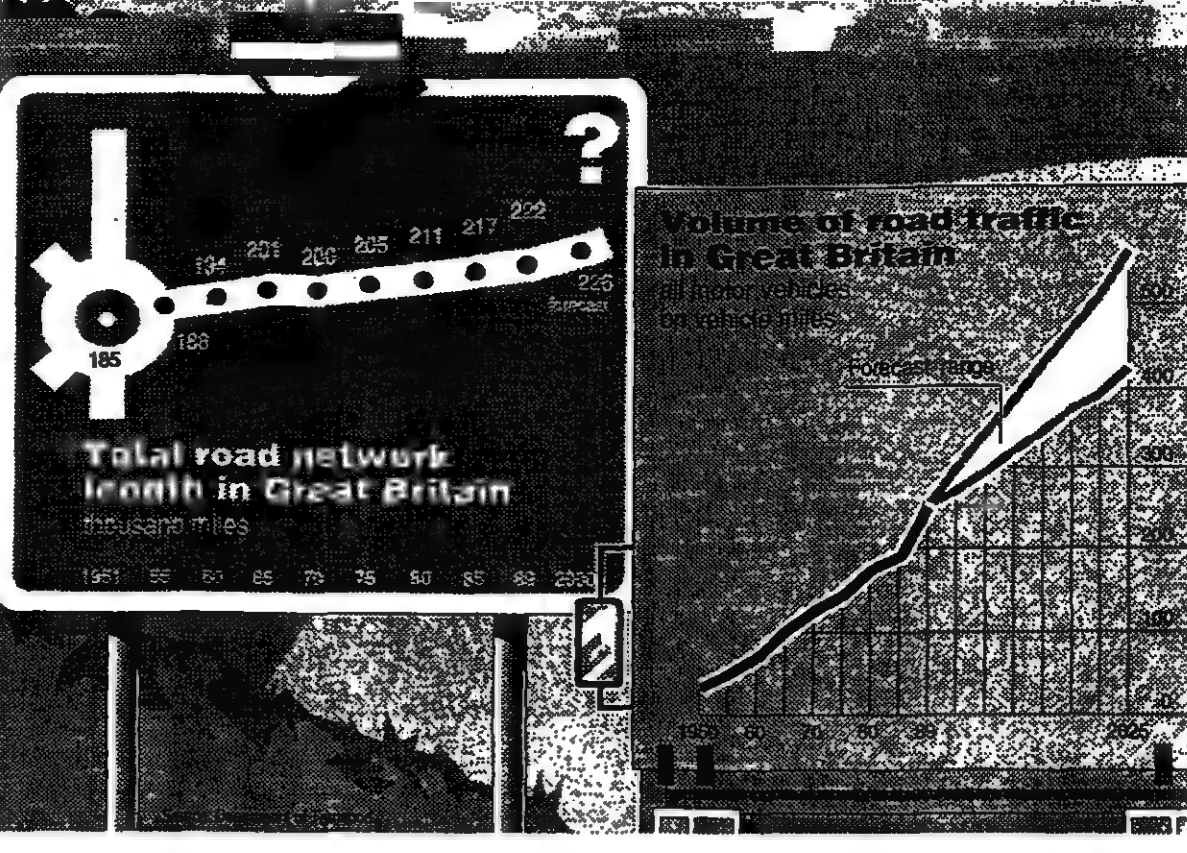
The problem of road capacity, however, is intractable. While technological innovations such as electronic car navigation systems could enable road space to be used more productively, it is just as likely that these developments will make driving simpler and safer, thus opening up car ownership to a still larger section of the population.

There are several possible responses by the government.

- One is to do nothing. Road capacity could stay as it is and congestion could be left to ration the available space between users. (This is what happens in London, where no significant roads have been built for more than 30 years.)
- To the extent that it is simple and cheap, this is an attractive option.

Unless people are eventually restrained from using their cars congestion on UK roads will become paralysis, argues Richard Tomkins

## Pile-up in the great car economy



However, congestion increases and also produces an unacceptable deterioration in the quality of life. The Department of Transport believes that this is any longer possible. Further road-building has already been ruled out in London and many other urban areas, and the construction of inter-urban roads is becoming increasingly incompatible with environmental concerns.

● A similar objection applies to the third option: embarking on a vast programme of road-building aimed at meeting all foreseeable demand. Even if the environmental objections were overcome, it would put a colossal burden on the exchequer and could be self-defeating in leading to the generation of still more traffic.

If the options for increasing the supply of road capacity are becoming exhausted, it follows that the alternative is to suppress demand. Changes in land use policies - bringing homes closer to shops and jobs - could have important effects over the long term, but it is to a market-led approach that the transport industry, economists, and some politicians are beginning to turn.

Their argument is that road transport is in a mess. The market is not working properly. A socially efficient market is one which distributes resources according to the wishes and needs of the community, and a necessary condition of such a market is that the price of a good is equal to its marginal social cost. This marginal cost must include not only the cost borne by the individual, but also the costs which the individual imposes on society by consuming it.

In road transport, the market is defective because once a vehicle has been bought, taxed and insured, the marginal cost to the individual of using it amounts to little more than the cost of the fuel consumed. To society, the costs in terms of congestion, noise, pollution, and the injuries resulting from accidents are much greater. But these costs are not reflected in the price that motorists are not required to incur these costs, the price they pay to drive is too low, and they drive too much.

To change this, it would be necessary to charge road users the full cost of their road use on a pay-as-you-go basis. One very small step towards this objective, shunned by the chancellor in last month's Budget, would have been the incorporation of vehicle excise duty into fuel tax. But ultimately, the process would have to go much further. User charges would have to reflect the costs to the community of pollution, con-

gestion and accidents.

One way of introducing such charges would be to add them to the cost of fuel. This, however, would fall to distinguish between the rural dweller using deserted country roads, a heavy goods vehicle on a motorway, or a commuter driving into a congested urban area.

The more effective method would be a system of electronic road-pricing which charged up charges according to the type of vehicle used, the competing demands on the road space it consumed, and the amount of environmental damage it inflicted. This would enable greater charges to be imposed on heavy goods vehicles, which cause the highest levels of noise and vibration, or on private cars entering urban areas, where congestion is most severe.

The virtue of such a scheme is that it would put private cars and lorries on a fairer footing with public transport, which tends to inflict lower environmental costs and already operates on a pay-as-you-go basis. The proceeds of road-pricing could then be applied to improving all forms of transport - road as well as rail - in the most economically efficient way.

There are severe impediments to the introduction of road-pricing. Although the necessary technology exists, based on electronic devices in vehicles which respond to other devices at the roadside, it would be expensive to introduce, and enforcement would be impossible. The system had public support.

An even bigger stumbling block would be political acceptability. Almost by definition, road-pricing would have to be unpopular to some extent. If prices were not so high as to deter people from driving in the places where they most wanted to go, congestion would not be alleviated and the system would fail.

Not surprisingly, therefore, governments throughout the world have preferred to procrastinate rather than grasp this nettle.

A simple scheme is in operation in Singapore, where drivers have to buy a special permit to enter the city centre, but an experimental system in Hong Kong using electronic technology was abandoned in 1988 in the face of public opposition, and recent plans to introduce road-pricing in the Netherlands have foundered politically.

## Animal appeal

London Zoo has been in trouble before, and even more dramatically so than it is today. Indeed, Zoo news - which meant the arrival of a rare creature - once ranked second only to murder as a public interest draw.

In the 1950s baby polar bear Brumas attracted 500 visitors. National newspapers employed full-time zoo correspondents, supplemented by big game writers such as Chapman Pincher, later of spy story fame.

The trouble was that even then the Zoo lacked money. It was founded in 1828 first for the Fellows of the Zoological Society, and second for its inmates. The public came last, originally not being let in at all. When Lord Zuckerman became secretary of the Zoo's council in 1953, the fellows still resisted public admissions on Sunday mornings.

Zuckerman's attempts to reform the Zoo against the fellows' wishes went all the way to the Appeal Court. Meanwhile, his search for a chief executive interested in top-rank military staff. Even the unions were co-operative: a senior union leader said of a pay dispute among keepers that he "fully appreciated that labour unrest could not be tolerated in an organisation concerned with the care of animals".

Israel Shiff and Simon Marks, then joint heads of Marks and Spencer, helped to mount the rescue, though it was the property magnate Jack Cotton who put up the bulk of the money - perhaps £3m in today's coinage.

It did not last, alas, and times have changed.

**German tank**

When Walter Seipp became chief executive of Commerzbank 10 years ago it had just become the first of the leading German banks - it is the small-

## OBSERVER

est of the big three - to miss a dividend since the second world war. This year, as he steps down, it will be the only one to raise its payment.

Unusually for not uniquely among German bankers, 65-year-old Seipp has a nickname: Walter the tank, a product of his gravelly-voiced outspokenness and tough business approach.

He has not been afraid to criticise the Bundesbank for raising interest rates, or rival Deutsche Bank for its costly acquisition of Morgan Grenfell, the UK merchant bank, and its decision to put the Soviet Union on its risk list.

Walter the tank will be a tough act to follow. Taking on the job in May is Martin Kohlhausen, 55, who is very much of an unknown quantity outside the bank.

No less forceful than Seipp in private, the tall, slim Kohlhausen, a person's son, has kept a low public profile, apart from the time he defended the banks' third world debt role at a church debate in Frankfurt.

## Consolation

The authors of ill-fated Shatalin plan - a 500-day crash course in economic reform - have just been given the Soviet Union's first ever prize for economic reform.

In a touching ceremony the wistfully named Exhibition of National Economic Achievements, the 13 radical economists led by 56-year-old Professor Stanislav Shatalin, Grigory Yavlinsky and Nikolai Petrakov, each received a cordless telephone for their labours on the radical economic reform programme.

The country cannot live without the Shatalin Plan. I'm sure we'll return to it," said Shatalin. Along with Petrakov, he resigned as an adviser to President Gorbachev after the

Havilland in 1966. It is a humble beginning he shares with current chief Sir David Vickers who served his time with Vauxhall Motors.

Nevertheless, Chandler's years at the MOD made him a prize attraction for Vickers and many other suitors - when it became clear in late 1989 that there was little room for him to return to British Aerospace.

The big surprise of the reshuffle is that 58-year-old Plastow, who maintained Vickers' recovery from the traumatic nationalisation of half of his business in the 1970s, is severing his links with the group entirely. He will hand over the chairmanship to Sir Richard Lloyd, a merchant banker a good four years older, and with no real industrial track record.

Plastow was the man responsible for seeing off Sir Ron Brierley, the antipodean corporate predator, and it will be interesting to see whether his departure triggers fresh takeover interest.

One never knows. British Aerospace may be interested if only to enable Professor Roland Smith's team to upgrade their company cars from Rover to Rolls Royces.

## Same old tune

Those who shudder at the thought of hand-clapping and evangelical songs at next week's enthronement of Dr George Carey, as the 103rd Archbishop of Canterbury, may be wondering whether Aldous Huxley has got it right yet again.

In the novelist's 1932 vision of a Brave New World, England's spiritual leader bore the title: Arch-Community-Songster of Canterbury.

To a traditional engineer, Chandler's past as a head of export sales at the ministry of defence, may seem less impressive than the fact that he started work on the shop floor as an apprentice at de

## Men at arms

For the record

Overheard in a City club: "I'm a man who stands by his convictions." "Really? - how many have you had?"

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Octagon's award-winning scheme of exceptionally spacious and luxuriously appointed 3 bedroomed apartments in The Watergardens fulfill the perfect opportunity to move from a large family home whilst retaining privacy and comforts currently enjoyed.

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Rather than worry about the things you might miss, call in and see what you can gain by living at The Watergardens.

Our two elegant show apartments and gardens are open for viewing every day from 11-4pm at The Watergardens, off Warren Road, Coombe Road, Kingston, Surrey. Telephone 081 547 1681/3998. Last few apartments remaining at prices from £395,000-£595,000.

**OCTAGON**



# So much to do, so little time

The Treuhand has worked hard to privatise east German industry – but it will need more people and money to finish the job, says David Goodhart

TREUHAND: Balance sheet in DM bn



<b>PRIVATISATION</b>	
Number of large companies	8,000
Already privatised	100
Number of smaller service outlets (bars, shops)	40,000
Already privatised	3,000
<b>STAFFING</b>	
August 1990	400
December 1990	1,000
April 1991	2,000
<b>FINANCES</b> (current estimates)	
Expenditure	DM 37bn
Servicing east German corporate debt	DM 12bn
Restructuring	DM 14bn
Income from privatisation	DM 9bn
Credit requirement	DM 23bn

Birgit Breuel

Mr Detlev Rohwedder, the murdered chief of the East German Treuhand privatisation agency, could hear the flood of tributes that will accompany his state funeral in Berlin tomorrow, he would not doubt respond with one of his indulgent smiles.

For many of those who will be honouring his work at the Treuhand were only days ago accusing the organisation of being at the root of east Germany's economic collapse.

The Treuhand has been a synonym for the pain associated with change in the east, says Mr Eckart John Freyend, head of the Bonn Finance Ministry section which oversees the Treuhand. Others say it has been the scapegoat for Bonn's sluggishness in removing obstacles to privatisation and new investment.

Take a recent case involving the BDI, Germany's main employers' body, which is said to have prevented from buying an office in east Berlin's famous thoroughfare Unter den Linden by disagreement between two Treuhand departments, one responsible for land, the other for property.

Such stories have been routine in the German press. Yet, according to the BDI itself, the deal has been held up because of uncertainties about the ownership of the land and because the building was part of a larger east German concern. It was only this month that Bonn passed a law allowing the Treuhand to pick out parts of companies and sell them separately.

It is worth considering what the Treuhand has achieved in the past year, what mistakes it has made and what direction it might take after Rohwedder.

The Treuhand, formed in February 1990 under the provisional but still communist government of Mr Hans Modrow, has lived with three changes of government and three disruptive changes of structure. This explains some of the overlapping responsibilities, lack of personnel continuity and lack of organisational transparency with which the Treuhand has been charged by frustrated investors.

It began to be westernised, and was told to focus on privatisation, under east Germany's short-lived democratic government led by Mr Lothar de Maizière. Mr Rohwedder took over as part-time chairman at the time of economic union in July but soon fell out with the first chief executive, Mr Rainer Gohlke, and decided to take the full-time chief executive's job himself in August.

It was then assumed (and still is) that one-third of east Germany's 8,000 larger companies could be privatised relatively quickly, one-third only after considerable restructuring and one-third could not survive at all. Yet through most of last year neither Mr Rohwedder nor Bonn seemed to be paying enough attention to the bottom two-thirds.

Mr Rohwedder stressed the Treuhand's free-market rigour and his determination to prevent the creation of post-communist monopolies. But for reasons largely beyond the Treuhand's control, privatisation got off to a slow start, even after full unification in October. So the luxury of a competitive market structure had sometimes to take second place in electricity supply, banking and retailing, for example.

Mr Rohwedder did, however, prove his commitment to competition by insisting that Lufthansa could not take over Interflug, the east German airline. When nobody else wanted Interflug it collapsed, earning the Treuhand its reputation as a ruthless "job-killer".

The Treuhand's own rhetoric did little to challenge this view but in practice it was spending billions of D-Marks guaranteeing bank credits to uncompetitive companies. Between July and October it gave short-term loan guarantees totalling DM28bn (€9.4bn) almost to any company that wanted them. To

date it has ordered 400 companies to be closed.

At least by the end of last year it had managed to proper structure and attract several dozen top west German businessmen to fill the senior positions. The number of staff rose to 1,000 from only 400 in August. These are spread over eight departments in the Berlin centre and 15 beefed-up regional offices responsible for all companies with more than 1,500 employees.

Five of the Berlin departments have responsibility for a group of industries plus a general function – for example, Department One, headed by Mr Karl Schirmer, a former Daimler executive, controls the larger heavy industrial and service companies, and has overall responsibility for privatisation.

About half of the Treuhand's staff are west Germans but the organisation has had trouble attracting well qualified staff, especially for the middle-ranking jobs. Many of the bitterest complaints against the Treuhand have been the so-called "brotherhoods" of former communist functionaries who are said to have monopolised positions in the regional offices.

Since the end of last year those offices have all had west German heads and six of the eight Berlin departments are headed by west Germans with impressive backgrounds at McKinsey, the business consultants, and Grundig, the electronics group, among others.

But considering the size and variety of its tasks it has also been responsible for tens of thousands of state-owned companies and cultural organisations, and for distributing public property between the different levels of public authority the Treuhand has been understaffed, especially in the regions. Mr Rohwedder's fear that he might be up running a giant holding company led him to make too much of a virtue of finance and staffing.

Something had to give. It turned out to be the task of managing, and investing in, the middle-ranking companies that could not quickly be privatised. The Treuhand has managed to find 40,000 west German businessmen to sit on the newly established supervisory boards of the 8,000 companies, but new executive management has only trickled east; indeed, about 80 per cent of east German bosses predate the revolution.

According to Mr Jürgen Pösch, a BDI official posted with the Treuhand, it has also taken too long to gather corporate information. Nearly half the companies have now published balance sheets but the final publication deadline was postponed from October 1990 to the end of June 1991, a full year after economic union.

Mr John von Freyend of the Finance Ministry asks for patience and lists some recent progress:

One thousand larger companies have been sold, 500 in the first two months of 1991, plus 30,000 service outlets.

Treuhand offices now have computerised information about the companies that remain and a sales brochure (soon in English) with a few paragraphs on each company.

Three hundred out of 1,000 plots of prime development land, singled out for speedy sale, have already gone.

A special team of 100 consultants is sifting through the few hundred corporate survival plans already presented.

Mr Rohwedder made it a condition of staying on in the job last November that the Treuhand should enjoy a high degree of independence. But he probably overestimated the extent to which a clear distinction could be made between the Treuhand's market role and the state's regional support role. He realised this himself after the outrage that greeted the sudden closure of the Wartburg car factory and in March accepted closer co-operation with the state.

The Treuhand will become "more political", accepts Mr John von Freyend, probably (barring a surprise decision from Chancellor Helmut Kohl) under the leadership of Mr Rohwedder's deputy, Mrs Birgit Breuel, a former politician.

But the shift in emphasis will have substance. Officials say that if the Wartburg factory could be taken over by a private company, it would be a gradual and there now seems universal agreement that the four industries with especially high regional concentrations – chemicals, textiles, ship-building and micro-electronics – cannot be left to collapse.

This will require a takeover of old corporate debt and cash for new investment, together with DM400bn over the next decade, and an expansion of Treuhand staff to more than 3,000. It will also, according to a Treuhand official, require the creation of a new type of manager – the company doctor – scarcely exists in Germany. For, as Mr Rohwedder warned at his last news conference, handing the cash to east Germany's current managers could be equivalent to flushing it down the drain.

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## Joe Rogaly The law of the jungle



If London is to have a zoo it should be financed by admission fees, or private donations, or, as the fact that Chessington is the property of Pearson, owner of this newspaper, that flashy establishment is in the entertainment industry; the Zoological Society of London is in a more venerable sphere.

The evidence from other countries is mixed. Tokyo's Ueno zoo is owned by the city council; about half its costs are covered by admission fees. Amsterdam's Artis zoo gets a grant from the city equalling about a quarter of its expenditure on the management and subsidies its zoos. So do New York, East and West Berlin and Frankfurt. The St Louis Zoo, in Missouri, gets the yield of a tax of 8 cents on every \$100 worth of property in the

city. The National Zoological Park in Washington DC relies solely on federal funds. My colleague Tim Burt is to be thanked for helping in this information.

London says that most of the world's cities subsidise their zoos. Yes and no. Commercial and semi-commercial zoos apart, there is Philadelphia, where the Zoological Society is modelled on London's, and whose zoo, founded in 1874, claims to be the oldest in the US. It is on a 66-acre city site, with 1,700 animals against Regent Park's 8,000. Apart from free water, it takes not a cent from city, state or federal authorities. It finances itself at the gate, and through an active fund-raising department. It is breeding endangered gorillas, and it has a decent research undertaking.

To its credit, London has tried that route. Its well-liked Regent Park Zoo, full of bats and other nocturnal beasts, is in the Charles Clore

national zoo, a city front for country acres. Well, it may be said, you don't want our zoo to become a park or amusement palaces like Chessington? Answer: certainly not – either in spite of or because of the fact that Chessington is the property of Pearson, owner of this newspaper. That flashy establishment is in the entertainment industry; the Zoological Society of London is in a more venerable sphere.

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Pavilion. Michael Sobell housed the great apes. Mapping the terraces built in 1888 for bears and goats and called after the contributing family's name. Under pressure from the government, up Zoo Operations Ltd, a company owned by the Zoological Society, and negotiated a licence to collect car park fees.

All that is on the upside. But this is a quality outfit, and quality has its downside. Over the years, Regent Park has used architects of distinction: Lubetkin and Tecton for the penguin pool; Sir Hugh Casson for this, and Sir Peter Sheppard for that. One result is that of its 65 structures 13 are now listed buildings, sitting on a royal park under a charter that says the Zoological Society alone shall have use of the said acres. That puts the Department of the Environment on the spot. If the acres are vacated, down to the last yard, it may be studied. Royal charters are awkward to undo. Perhaps the Zoological Society is banking on this threat as a means of shaking further millions out of the government, following the last "one-off" payment of £10m in 1985. Really, it would look elsewhere.

It is a pity about the of a central London authority. The Conservatives keep establishing and abolishing them, usually because Londoners will not stand for Labour councillors. I would not like to see the return of the preposterous London Council, but a small strategic authority, created by a proper bill, would be able to raise money raised locally into great institutions in the capital.

Such an authority, or autory board, should also be the source of subsidies, if there must be, for institutions like Regent Park. The London Zoo has half the box-office appeal it managed in 1950, when it attracted a record 3.03m attendances. It remains a magnet. It gets fewer schoolchildren than in its last years, because the teachers find it easier to show them a video and the Education Department declines to finance out-visits. Perhaps it does need help, from the right sources. But the government is already subsidising a home for aged and debilitated creatures in the House of Lords; that is a different story.

## LETTERS

### Clearing banks courting crisis

From Mr J.W. Seabright.  
Sir, The article "The challenge to capitalism" by the Bishop of Oxford, the Rt Rev Richard Harries (March 30/31) calls for comment. The precise attributes misery in less developed countries (LDCs), notably Brazil, largely to external factors, especially the burden of debt service, which he says for some countries amounts up to 40 per cent of their annual income.

This is fantasy. In 1986 debt service as proportion of the national income of the 17 countries listed as problem debtors by the World Bank was less than 5 per cent of the national income; for Brazil it was about 3 per cent. This could be reduced by 10 per cent by a 1.5 per cent reduction in the interest rate on the present debt.

My bank manager was apologetic but said he had no discretion to go lower for businesses with a turnover of less than £1m. Fortunately I have an alternative source of finance, but many small businesses do not. The interest rate reductions do not apply to this clearing bank; not do other readers have similar experiences? J W Seabright, chairman, Tezaband, "Wineyard", Park Corner, Notting Hill, Ozon

### Poor deprived of a good read

From Mr John Gillard Watson.  
Sir, Jackie Willechager's condemnation ("Twilight of the enchanters", March 30/31) of the poor stuff listed by the Department of Education for seven-year-old readers appears to be justified by the selections and exclusions I have seen. But there is a further point only in school do the children of less well-educated working-class parents have any opportunity to read books worth reading. They are now to be deprived of that opportunity, but the children of the educated upper-class parents will still read good children's books. As ever, it is the poor and uneducated who suffer by the dogmas of the educationalists. Gratefully and gratefully, John Gillard Watson, 11 Beaumont Buildings, Oxford

### Capitalism not the cause of Third World woes

From Lord Bauer FBA.  
Sir, The article "The challenge to capitalism" by the Bishop of Oxford, the Rt Rev Richard Harries (March 30/31) calls for comment. The precise attributes misery in less developed countries (LDCs), notably Brazil, largely to external factors, especially the burden of debt service, which he says for some countries amounts up to 40 per cent of their annual income.

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### Unofficial networks not central force of learning organisations

From Mr Andrew Campbell.  
Sir, Christopher Lorenz's article on networking ("The real meaning of the networked organisation", April 9) makes up one management confusion – the difference between official and unofficial networks – but reinforces another. Mr Lorenz concludes that unofficial networks are the really valuable networks. They, rather than the official networks, "really help create the open and flexible 'learning organisations', which most forward-thinking companies aspire to become". Why does Mr Lorenz link learning organisations with unofficial networks? What is the link between learning organisations and the values of openness and flexibility? One of the most effective routes to take in the process of

### Surpluses are no answer to pensions pains

From Mr A. Jenkins.  
Sir, Like Mr Charles Evans, I heartily welcomed your leading article, "Sex and the over 60s" (March 29), but how I wish Mr Evans had qualified the last sentence of his letter (Letters, April 3) which touched on a point you mentioned without elaboration.

The awareness of the situation is that, to the extent that there is a pension crisis, the Barber judgment, the problem of past service liabilities (and so a capital cost within the terms of SSAP 24) is present. If one tries to terminate a final salary scheme, it switches to some other kind of scheme, not only do such capital costs remain, but the uncertainties of the Barber judgment immediately surface.

This becomes clear when one considers the entitlements of individual members in the existing schemes. Unless, of course, someone chooses to crash through a change without regard to the judgment and hopes that no one will raise any objection. Further, if there are too many observers who are of substantial surplus as the panacea to solve the problems. As you say, there are thousands of smaller schemes which do not enjoy such surpluses. Indeed, as the passing of the Finance Act 1986 recedes into history, and as dividend growth slows down, the proportion of schemes with no substantial surplus is rising.

For such schemes, one of the points in favour of going to a common pension age of 65 is that it will help to finance taking on board the pension increase provisions of the Social Security Act 1990. Such is the irony of compulsory improvements in pension provision.

A A Jenkins, director, Noble Lounes, Norfolk House, Wellesley Road, Croydon, Surrey

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From Mr A. Jenkins.  
Sir, Like Mr Charles Evans, I heartily welcomed your leading article, "Sex and the over 60s" (March 29), but how I wish Mr Evans had qualified the last sentence of his letter (Letters, April 3) which touched on a point you mentioned without elaboration.

The awareness of the situation is that, to the extent that there is a pension crisis, the Barber judgment, the problem of past service liabilities (and so a capital cost within the terms of SSAP 24) is present. If one tries to terminate a final salary scheme, it switches to some other kind of scheme, not only do such capital costs remain, but the uncertainties of the Barber judgment immediately surface.

This becomes clear when one considers the entitlements of individual members in the existing schemes. Unless, of course, someone chooses to crash through a change without regard to the judgment and hopes that no one will raise any objection. Further, if there are too many observers who are of substantial surplus as the panacea to solve the problems. As you say, there are thousands of smaller schemes which do not enjoy such surpluses. Indeed, as the passing of the Finance Act 1986 recedes into history, and as dividend growth slows down, the proportion of schemes with no substantial surplus is rising.

For such schemes, one of the points in favour of going to a common pension age of 65 is that it will help to finance taking on board the pension increase provisions of the Social Security Act 1990. Such is the irony of compulsory improvements in pension provision.

A A Jenkins, director, Noble Lounes, Norfolk House, Wellesley Road, Croydon, Surrey

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# FINANCIAL TIMES

Tuesday April 9 1991



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## Soviet 'dilers' reform economy from below

By Leyla Boulton in Moscow

WHILE the Soviet government flounders in its attempts to reform the economy, the country's new entrepreneurs are ushering in a market system from below.

So-called commodity exchanges which trade everything from cars to computers and metal to timber, have mushroomed from Siberia to the Baltics as the centrally planned distribution system has collapsed.

An estimated 180 exchanges - which have little to do with their western counterparts - match supply and demand.

In Moscow's former Central Post Office, a remaining bust of Lenin presides over a trading market in the Russian Commodity and Raw Materials Exchange. A panel on the wall displays a succession of consignments for sale, priced in rubles.

Brokers, often referred to as "dilers", huddle around a wooden counter, trading by open outcry for lots which range from 1,000 items of steel to a batch of 100 German refrigerators.

The exchange now has 800 members who automatically obtained places when they became shareholders. Brokers and the exchange earn commissions from each transaction.

If you're tired of "mitingy" in the new Soviet Union and you want to get down to "biznes", you can now become a "broker", a "diler", or even a "menedzher", writes Leyla Boulton.

The first steps to a market economy after seven decades of socialism have been accompanied by an invasion of foreign words. While the "miting" (literally rally) concept existed even in the old days - when organised crowds came out on to the streets to express support for the Communist Party - President Mikhail Gorbachev's perestroika has spawned the unfortunate tendency to "mitingovat" (going to anti-government rallies instead of working).

Radicals agitate for western-style economic reforms, the country's new "biznesmen" (businessmen) are bringing in a market economy through the back door. Embryonic commodity and stock exchanges

have re-introduced a pre-revolutionary vocabulary mainly inspired by the French - birzh (bourse), kotirovka (quotation), aktsiya (share) and aktsionernoye (joint stock) company.

But the process has also ushered in a whole wave of English words, with "broker" replacing the German word "makler" used at pre-revolutionary exchanges. While "options" (options) and "futures" (futures) in the western sense have not quite taken off, simple mechanisms for "hedzhirovaniye" (hedging) are already available to those who want to protect themselves against future "risk" (risk).

Language enthusiasts will be delighted to hear that there is room for more innovation as the market develops. Insider trading, for instance, has no Russian equivalent. For lack of any suggestions, this may well become known as "insider trading".

The volume of trade via the exchange system is still a fraction of that handled by the state system, but it is increasingly encroaching on the moribund official network.

Recently, five republics announced they were setting up an inter-republican commodity exchange to trade in goods left over after enterprises fulfilled state orders.

The development of the exchanges has been so rapid that the government is only just catching up with them. The Russian government last month imposed temporary legislation

on exchanges and announced it would introduce a licensing system. And although speculation is still officially a crime, authorities have done nothing to stop it.

Meanwhile, the exchanges are turning their sights to the future and abroad. Mr Borovoy leaves for London today for consultations with British officials, which will help in developing western-style futures contracts.

There is also a trend towards greater domestic co-operation. Mr Borovoy says, for example, that he is going to unite his exchange with the Central Exchange, which handles a primary market for securities.

Before the 1917 revolution, Moscow combined its commodity and stock exchanges under a single roof and the idea is to return to that system.

The obstacles to a market economy remain phenomenal. But while doom prevails over the nation's economic life and the government's failure to embrace radical reform, the exchanges represent a grassroots movement which could make the transition to a market economy happen sooner than later.

## Europeans wary of US fund for enterprise

By Stephen Fidler in Nagoya

EUROPEAN governments expressed reservations yesterday about a US plan which calls on them to provide finance for a new \$1.5bn fund to help the private sector in Latin America.

The fund was proposed as part of the Enterprise for Americas Initiative, launched last year by President George Bush.

It envisaged \$500m each provided over five years by the US, Japan and Europe for the Multilateral Investment Fund. This would provide grants to support private sector development in the region and be run by the Inter-American Development Bank.

Japan has indicated its support in principle for the proposal, without specifying the amount it will commit, provided the US Congress approves.

However, some European countries, including France and Britain, are cool to the idea.

Mr Denis Samuel-Lajeunesse, France's representative at the IADB annual meeting in Nagoya, said yesterday that France was aware of the importance of helping to develop the private sector. However, it did not consider a multiplication "at will" of the entities charged with providing this type of finance.

Mr John Faint of the UK Overseas Development Administration told the meeting that Britain had had experience about the fund. "Public sector intervention in the private sector needs to be handled sparingly and with care," he said.

He questioned whether the IADB was well placed to run the fund and to provide assistance, for example, on reforming the investment climate and advising on privatisation.

## Japan's LDP leader quits after poll defeat

By Stefan Wagstyl in Tokyo

JAPAN'S ruling Liberal Democratic party was dealt a blow yesterday when its secretary-general resigned after the crushing defeat of an election candidate he backed to unseat the governor of Tokyo.

The resignation of Mr Ichiro Ozawa came hours after the results were declared of local elections held on Sunday.

Mr Ozawa, said he was resigning to take responsibility for the result and for causing "confusion in the party".

The winner of the Tokyo governorship, one of the country's most powerful political posts, was the 80-year-old incumbent, Mr Shunichi Suzuki, who defeated the attempt by Mr Ozawa and other national party officials to remove him.

Mr Ozawa's candidate, Mr Hisanori Isumura, a television presenter, trailed second, with 1.4m votes against 1.5m for Mr Suzuki.

While Mr Suzuki had been expected to win, the margin of victory came as a shock for Mr Ozawa and the LDP headquarters. Other party leaders are expected to try to fill the vacuum left by Mr Ozawa, among them Mr Keizo Obuchi, who yesterday replaced Mr Ozawa as secretary-general.

The speed of Mr Obuchi's appointment indicates that senior party officials will continue to support the government of Mr Fumihiko Kishida, the prime minister.

Despite the defeat of its candidate in Tokyo, the LDP made overall gains in 13 gubernatorial elections and in prefectural assembly polls.

In its assembly elections, the LDP's support increased from 48.1 per cent in the previous poll in 1987 to 46.6 per cent. Supporters for the Social Democratic party, the main opposition party which recently changed its name from the Japan Socialist party, fell to its lowest level in prefectural assembly polls since 1983.

In the Tokyo gubernatorial election, the party lost its deposit. Mr Tetsuo Yamaguchi, the socialist secretary-general, is expected to resign.

Analysis, page 25; Editorial Comment, page 25

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Analysis, page 25; Editorial Comment, page 25



Ichiro Ozawa yesterday

## Hachette freezes shares linked with Iraq

By George Graham in Paris

HACHETTE, the French publishing and broadcasting group, yesterday froze a \$300m (£150m) block of its shares owned by a company with Iraqi links.

The move was an attempt to "cut short certain excessive, unjust, unproven and unfounded commentaries which might mislead public opinion and hurt our international image", the company said.

The group added that it had discovered nothing precise about the ultimate shareholders of Montana Management, the Panamanian investment company which owns the 84 per cent stake.

However, it had gathered enough information to justify freezing the shares under the

terms of the United Nations embargo.

Continuing working for the government of Kuwait claimed two weeks ago that Montana had been set up by Mr Barzan al-Tikriti, President Saddam Hussein's half-brother and now Iraq's ambassador to the United Nations in Geneva, in order to channel secret Iraqi funds abroad.

Hachette said it had since then carried out an investigation into Montana in close co-operation with the French and US Treasuries, but that Mr Jules Bocard, Montana's legal representative in Switzerland, had stuck with the same statement he had made in 1989, when the stake was first declared: that Montana was a holding company grouping sev-

eral non-European companies coming from different countries in the Gulf.

Montana was not included by the US Treasury in the list it published last week of companies serving as fronts for Iraq.

According to Le Point, the French weekly news magazine, this was because French and US officials believe that Montana's owners may not only be Iraqi but also Saudi and possibly Kuwaitis - as Mr Bocard implied.

The Panamanian government, however, announced a week ago that Montana, which has been registered in the country since 1984, was managed by three Iraqis resident in Baghdad: Mr Ali Alabbulab, Mr Mauwafak Abdul Karim

and Mr Alladin Alwan.

Hachette, controlled by Mr Jean-Luc Lagardere, said it was "astonished, not to say stupefied" at being virtually the only company named by the Kroll detective agency of New York as a repository for Iraqi investments, when the agency claimed to have identified billions of dollars of funds siphoned away by Iraq.

Kroll is carrying out investigations for the Kuwaiti government into Iraq's hidden funds. The freeze means that Hachette will impede any dealing in the shares held by Montana and will not pay out dividends.

The company said it was undertaking to buy in the frozen shares as soon as a procedure allowing this had been established.

## Delay for Eurotunnel

Continued from Page 1

More than 95 per cent of three tunnels which will connect Britain and France had now been bored and lined. The two remaining rail tunnels were due to be completed in May and June - six months ahead of the revised schedule.

Almost three-quarters of the French rail terminal has been completed at Sangatte near Calais in northern France. About 70 per cent of the British terminal at Cheriton near Folkestone in Kent had also been completed, said Eurotunnel.

Since construction started at the end of 1986 the group has spent a total \$2.4bn. The forecast cost of the project since 1987, however, has risen from \$4.8bn to \$7.6bn.

## Baker calls for international effort

Continued from Page 1

We have suffered from hunger and starvation. You must do something to help us."

UN agencies with the World Food Programme and the Turkish Red Crescent are currently making a fact-finding tour of the region to assess the refugees' needs.

"There is a lot of hand wringing and finger pointing about who is to blame. We have our last chance. If we blow this, thousands will die," said Mr Lionel Rosenblatt, a US expert on the problems of refugees.

There was still no UN presence yesterday in the camps on the border with Turkey. The first convoy of 12 UN trucks carrying tents and blankets for 1,000 refugees arrived on Sunday and UN aircraft, supported

by warplanes, made drops close to the border. The US and British aircraft are set to make further drops. Aid officials concede they were caught unprepared by the massive flow of refugees. The UN last week approved \$3.5m for the refugee affected by the Gulf crisis which will help an estimated 100,000 people in Turkey.

Turkish officials are warning local people not to give refuge to people from the camps. In spite of earlier plans for setting up two camps inside Turkey, Ankara's policy is now to confine the refugees near the border. Cukurca is, in fact, inside Iraq.

The UN trucks, which took four days to drive from Ankara, represent the only help to have reached these people. UN and local officials were yesterday still discussing how to distribute the aid. So far, all assistance

is being organised by thousands of local Turkish Kurds.

The UN said there was a "log jam" to get supplies into the region. Cukurca is a seven-hour drive from Van, the nearest airport. The Turkish national border is still on strike. The narrow single track roads are also subject to flooding as the snows melt.

Mr Adrien Cros, logistics expert with the UN high commissioner for refugees, said the UN was considering moving stockpiles from Syria across the border at Nusaybin, which is still a day's drive from Cukurca. "We're down to a matter of days," said Mr Rosenblatt who heads the Washington-based Refugees International. "We have to have a UN presence and we need some combination of agencies

## More voters for Kuwait

Continued from Page 1

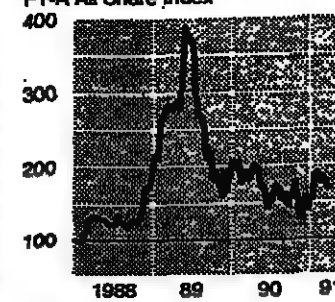
because the government did not expect the bulk of those Kuwaitis who fled the Iraqi invasion to have returned before December. He said that electoral law then obliged the government to compile electoral lists in February - a process which, he said, would take at least two months.

Although this would technically permit a poll in April or May 1992, Dr al Awadi said that because most Kuwaitis tended to take long holidays during the hot summer, "we are looking at some time like September". The minister said that political parties would not be permitted to contest the poll because there was no legislation to allow the formation of parties.

## The London train will be delayed

Eurotunnel

Share price relative to the FT-A All Share Index



Source: Datastream

hope for more than the customary half point cut, given the likelihood of a rise in German rates. The trouble is not only the D-Mark's weakness within the ERM but the renewed strength of the dollar. Perversely, the expected cut in US interest rates could send the dollar higher again on the assumption that the US interest rate cycle had bottomed out. All this, it should be recalled, makes for further monetary laxity in a German economy which has just seen annual growth in money supply of 20 per cent.

ADT Yesterday's 51 per cent jump in ADT's share price, on the basis of a weekend's inconclusive haggling between the chairman and his chief shareholder, leaves investors none the wiser as to ADT's real value. As always, the market is torn between the belief that there are sound businesses within the group and the knowledge that Mr Ashcroft is in charge of them. A rough value can perhaps be derived on the basis of some heroic assumptions. The results are not encouraging.

Suppose that ADT were stripped down to its operating subsidiaries and then run as a normal company. This would involve selling off the investments at market value and paying down the debt, including the convertible. The result would be net debt of substantially over \$500m. Take last year's operating income of \$197m, interest at 10 per cent and apply a normal tax charge. The result is 1990 earnings per share before extraordinary items of around 8.5 cents, or 40 per cent of the published figure. Apply a UK market multiple and the resulting share price is 62p, against yesterday's close of 89p.

The flaws in this method are obvious. The stated profits

from car auctions and security might turn out lower on the application of more conservative accounting policies. It is not obvious that ADT would deserve a market multiple, since Mr Ashcroft's habit of secrecy seems to justify a risk premium. The future leadership and direction of the group are matters for pure conjecture. Those who bid the shares up yesterday in heavy volume are to be commended more on their gambling nerve than on their judgment.

## MB-Caradon

The fact that MB-Caradon managed to increase profits and margins in building products last year is evidence of the strength of the Caradon management which allowed its agreement to the top of the merged company. Having said that, the current configuration of MB-Caradon looks ever more curious. In particular, the 25 per cent stake in CMB Packaging makes less sense than ever.

It is much more logical for MB-Caradon to talk of a sizeable European acquisition in building products. With going at its present level, some \$800m from the CMB stake would come in handy. Given the recent poor profits performance of CMB, this would not be the best time to sell. But at least the interest saved would more than offset the loss of CMB's profit contribution last year. A sale would also doubtless help MB-Caradon's share price, which last year was held back by CMB's performance rather than by the managed businesses.

Falling that, the recent revival in the MB-Caradon share price suggests that a rights issue would be an acceptable alternative. Another solution might be the sale of the US cheque printing business, now nicely packaged as the number three in its industry. Meanwhile, a conservative p/e for the group of 15 on a forecast of \$110m pre-tax in 1991 and the chances of a geared recovery in profits as interest rates fall is enough to be going on with.

## Rolls-Royce

Further backsliding on the wage front: last year Rolls-Royce's earnings per share fell 12 per cent, making for a reduction of a quarter in real terms since 1986. The chairman's salary went up by 51 per cent, the highest paid director's by 27 per cent.

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City	Temp	Wind	Humidity	Cloud	City	Temp	Wind	Humidity	Cloud
Amman	18	10	65	10	London	12	15	75	10
Algiers	20	10	65	10	Madrid	15	15	75	10
Amsterdam	10	10	65	10	Moscow	5	15	75	10
Antwerp	10	10	65	10	Nairobi	25	15	75	10
Athens	18	10	65	10	Paris	12	15	75	10
Bahia	24	10	65	10	Rome	15	15	75	10
Bangkok	28	10	65	10	Stockholm	10	15	75	10
Batavia	28	10	65	10	Tokyo	15	15	75	10
Bombay	28	10	65	10	Vienna	10	15	75	10
Buenos Aires	22	10	65	10	Zurich	10	15	75	10
Calcutta	28	10	65	10					
Cairo	28	10	65	10					
Cardiff	12	10	65	10					
Cebu	28	10	65	10					
Dakar	28	10	65	10					
Dhaka	28	10	65	10					
Dublin	12	10	65	10					
Edinburgh	12	10	65	10					
Geneva	12	10	65	10					
Hong Kong	28	10	65	10					
Imbabura	28	10	65	10					
Jakarta	28	10	65	10					
Kuala Lumpur	28	10	65	10					
London	12	15	75	10					
Luxembourg	12	15	75	10					
Manila	28	10	65	10					
Moscow	5	15	75	10					
Mumbai	28	10	65	10					
Nairobi	25	15	75	10					
Paris	12	15	75	10					
Rome	15	15	75	10					
Stockholm	10	15	75	10					
Tokyo	15	15	75	10					
Vienna	10	15	75	10					
Zurich	10	15	75	10					

Temperatures at midday yesterday. C-Clearly, F-Fair, P-Poor, R-Rain, S-Sunny, T-Thunder



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Tuesday April 9 1991

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## INSIDE

### Westpac warns of cut in interim dividend

Westpac, the Australian bank, has warned investors it will cut its interim dividend and earnings in the next months to March 31 will fall short of expectations. The deepening recession in Australia and depressed property markets in Britain have led to a provision against property loans, particularly held by the wholly-owned subsidiaries, AGC, and Bill Acceptance Corporation. Page 28

### Plastow to retire from Vickers

Sir David Plastow, chairman and chief executive of Vickers, the British bank, will retire from the bank's board of directors at the end of May 1991. He will be succeeded by Sir Colin Chandler (left), managing director, while the new chairman will be Sir Richard Lloyd, currently the chief executive of the bank's subsidiary, Vickers Finance. Sir David will be chiefly remembered for his role in masterminding the merger of Vickers with Rolls-Royce Motor Cars in 1988. Page 33

### SEC probes conflicts of interest

An alleged breach of US securities law by Morgan Stanley in 1987 has provoked an investigation by the Securities and Exchange Commission and has raised an important question about conflicts of interest between firms and their clients. Patrick Harverman in New York looks at how, during times of market crisis, brokerage houses have used their market access with those of wealthy clients who have borrowed from the firm using stock as collateral. Page 32

### Tough action for Rand Mines

Bad luck and poor management have dampened enthusiasm at Rand Mines, the South African mining group. Just a year before the century celebrations, the group is faced with the indignity of a large-scale restructuring - the sort of firm management that has long been demanded. Philip Davies looks at the restructuring and the group's fortunes. Page 22

### Hot tempers and a spice cartel

The nutmeg cartel, the world's most controlled spice for the last 100 years, has collapsed amid charges that the break-up had been engineered by US importers. The cartel, formed by Indonesia and Grenada, has been shaky for the past 10 years, following Grenadian allegations that the Indonesians had been selling below agreed minimum prices. Hopes of raising the cartel, despite Indonesian government reports, are likely to fail. Canute Jurell reports. Page 34

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Commerzbank	Morgan Stanley
Credit Lyonnais	Nippon Soda
Dewhurst	Pearl Group
Elsevier	Pearson
Eridania	Procter
F&C Eurotrust	Sapporo Breweries
Ferruzzi	Unilever
Fortnum & Mason	Unilever
France Telecom	Unilever
Générale des Eaux	Unilever
Highland Dist	Unilever
Hoesch	Unilever
Home Counties	Unilever

### Chief price changes yesterday

FRANKFURT (DM)	PARIS (FF)
Banking	Banking
Chemicals	Chemicals
Food	Food
Metals	Metals
Oil	Oil
Textiles	Textiles
Transport	Transport
Utilities	Utilities
Wool	Wool
Yield	Yield

New York prices at 12.30pm.

LONDON (Pence)	STOCKS
Banking	Banking
Chemicals	Chemicals
Food	Food
Metals	Metals
Oil	Oil
Textiles	Textiles
Transport	Transport
Utilities	Utilities
Wool	Wool
Yield	Yield

## Glaxo fights for Zantac patent

By Charles Leadbeater, Financial Editor, in London

GLAXO, Britain's biggest pharmaceutical company, yesterday fired the first shot in a battle over the patents on Zantac, its ulcer treatment. Zantac is the world's best-selling drug.

The company has started legal action in the US against Genpharm Pharmaceuticals, a Canadian manufacturer of generic drugs, alleging infringement on one of the two main patents covering Zantac.

Genpharm, which is based in Toronto, has filed an abbreviated new drug application with the US

Food and Drug Administration seeking to manufacture a generic form of Zantac.

The applications set the scene for a protracted legal battle over one of the most lucrative drugs in the world. The outcome of the dispute will have a crucial bearing on Glaxo's future.

Zantac last year accounted for about half Glaxo's turnover of \$2.8bn (\$4.5bn). About 56 per cent of Zantac sales are in the US. The total sales of Zantac are equivalent to the entire pharmaceutical turnover of Pfizer, the US group

which is one of the world's top 10 drug manufacturers.

A successful challenge from a generic drug producer could have a dramatic effect on Glaxo's revenues and profits in the latter half of the decade. It has been relying on profits from the ulcer treatment to fund a heavy research and development programme into new drugs. Generic drugs quickly eat into markets for brand-named drugs once patent protection breaks down or expires. In the past, it has taken only two years for generic drugs to capture half

the market. Genpharm's challenge to the Zantac patent comes far earlier than many analysts had expected.

The complex legal dispute will centre on two patents which cover ranitidine, the substance from which Zantac is manufactured.

The initial so-called Form 1 patent expires in the US in 1985. However, Glaxo argues that this patent covers forms of ranitidine which it has never manufactured or marketed. Glaxo says the relevant Zantac patent is the Form 2 which expires in 2002. It covers a

crystalline form of ranitidine. Glaxo, which is preparing for a challenge to Zantac for years, is expected to unveil one of its most sophisticated patent protection programmes yet seen from a drug company.

Genpharm will not comment on the dispute. However, London analysts regard it as a serious challenge to Glaxo's patent protection. It may be backed by larger generic producers such as American Cyanamid or Ciba-Geigy.

## Elsevier sells its stake in Pearson

By Ronald van de Krol in Amsterdam

ELSEVIER, the Dutch publisher, yesterday sold its 11.1 per cent stake in Pearson, the UK publishing and banking group, for \$180m (\$130m) to a banking consortium in placement with institutional investors.

The 34m shares were bought for \$17.50 each by Cazenove, Smith Court and Bank Corp and placed with institutional investors for \$17.50. Elsevier received \$180m for its Pearson shares, \$126m more than it paid.

Pearson, which made a substantial profit on the disposal of its 22.4 per cent stake in Elsevier, placed with institutional investors a 10 per cent stake in Elsevier's share price and in the guilders during the past three years. The companies exchanged cross shareholdings in 1988 but were unable to agree a merger.

The proceeds will partly finance Elsevier's \$440m acquisition of Pergamon Press from Maxwell Communication Corp.

Elsevier, an acquisitive company and the world's largest scientific publisher, has taken on a possible merger several months ago with VNU, the Dutch-based publishing company.

Mr Joop Breukers, chairman of the VNU, said that the two companies had been unable to agree on the terms of a merger which the merged publishing group should pursue. They concluded the deal and parted "amicably", he said.

A merger between VNU and Elsevier, the Netherlands' two leading publishers, would have transformed the Dutch publishing sector and created a major international publishing group with sales of \$1.1bn (\$2.1bn) and extensive operations in Europe and the US. The international movements of books by these widespread holdings were partly in line with the failure of Elsevier and Pearson to agree a merger.

Elsevier published definitive figures yesterday which showed a 60 per cent jump in net profit to \$158.5m from \$97.1m in 1989. The company intends to raise its dividend to \$1.20 from \$1.10 in 1989.

The profit increase was due partly to extraordinary gains from Elsevier's sale last November of its 33 per cent stake in Wolters Kluwer, a Dutch publishing company.

Elsevier's operating profit, which the company regards as the best measure of its performance, was 16.8 per cent in 1989. Sales were up 8 per cent at \$1.1bn.

VNU talks, Page 28

Pearson writes down, Page 26

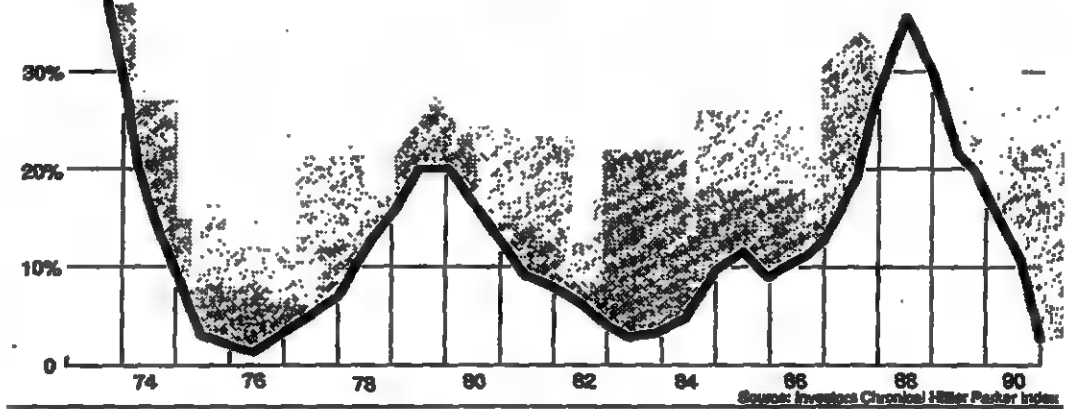
## UK landlords are in a vulnerable position, reports Vanessa Houlder

# Tenants hold the key to office bargains

### Rate of growth in rent charged

For all types of UK property

Percentage change over previous year



lands, an area on the fringe of London's financial district. South Quay 3, the largest building on the site, is being marketed for just \$10 a sq ft - cheaper than new, air-conditioned property in virtually any city centre in Europe.

Any pressure on rents should come as a relief for tenants, who have been subjected to some of the highest rents in the world. Nonetheless, most tenants will find the effect of falling rents muted by the UK's rigid lease structure.

Tenants are typically locked into 25-year leases with rent reviews every five years. The only source of falling rents to most occupiers is the likelihood of a less onerous increase at the next rent review.

Many tenants resent this. "The lease structure which prohibits an open-market rent is an anomaly," says one. "When we moved

in, in early 1987, 215 a sq ft was regarded as a reasonable rent in Smithfield (beside the City of London). Now it is worth \$10 a sq ft if we are lucky."

The lease structure is unlikely to be swept away as long as the main buyers of property are insurance companies and pension funds, which value the security of income supplied by a UK lease. However, there have been some innovations. Rents are partially linked to turnover in some retail centres, and break clauses, which give tenants some choice about when they give up the lease, are becoming more common.

Leases could be further eroded where institutions are not the most important buyers of property. "The institutional lease has been imposed on a lot of property that is not of institutional quality," says Mr Geoff March of AIF, a research company.

The log-jam in the existing system has resulted in the paradox that tenants are stuck with old-fashioned offices while modern, air-conditioned ones stand empty.

Even in the current economic climate, there remains pent-up demand from the supply shortage of 1986-89 which prevented many companies relocating to new up-to-date buildings. A recent survey by the independent valuers, Jones Lang Wootton, suggested that a quarter of office users in south-east England wanted to move in the foreseeable future.

The survey also found that 95 per cent of modern office buildings which it said had "severe implications" for the second-hand office market. It will be the take-up of new space. If there is limited demand for second-hand offices, companies will find it hard to assign their existing

tenants. This is the key," he said. "The government allowed a tax break worth almost Pta50bn when Corporation was formed last year. It regarded the group as an active industrial manager, rather than a mere portfolio company."

It is not clear that the Bank of Spain agrees with this interpretation. A portfolio company would have to consolidate directly into Banesto's financial group. Mr Conde is consolidating the financial and industrial groups separately and adding the two together. He said he was "simply following the rules".

Banesto, which cancelled the flotation of 26 per cent of Corporation following the invasion, said it no longer planned such a move. However, analysts close to the bank expect further private placements after the sale of a 5 per cent stake to Germany's Dresdner Bank earlier this year.

Mr Conde said Banesto was permitted under the Bank of Spain norms to disregard the share values of individual companies linked to Corporation. What counted was stock in Corporation itself, which had not suffered as badly as some of its

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## Banesto escapes Pta50bn provisions on share losses

By Peter Bruce in Madrid

MR MARTIN CONDE, chairman of Spain's third-largest bank, Banesto, yesterday said that the bank would escape making provisions when it announces its first fully-consolidated results later this year.

The results will show a dramatic increase in profits despite earlier fears that it would have to make provisions of up to Pta50bn (\$48m) to cover heavy losses on the value of investments held by Corporation Industrial, its recently-formed industrial division, following the invasion of Kuwait.

Mr Conde hopes the move will end seven months of uncertainty in the markets and relieve tension with the Bank of Spain. The Bank feared Banesto might have to make provisions of up to Pta50bn for 1990 after shares in many of the companies owned or controlled by Corporation Industrial fell to well below book value

when Iraq invaded Kuwait in August.

Yesterday Mr Conde said that by strictly applying Bank of Spain accounting norms, Banesto would not have to make any provisions. It ended 1990 with consolidated group pre-tax profits of Pta7.5bn, 45 per cent up on 1989. Mr Conde said Banesto's interpretation of Bank of Spain norms greatly understated true profits.

A more thorough consolidation, taking into account the accumulated profits of all 3,000 companies in the industrial group, would raise the final banking and industry pre-tax profits to Pta50bn.

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## New chief at Commerzbank

By Andrew Fisher in Frankfurt

COMMERZBANK, Germany's third largest commercial bank, yesterday announced the appointment of Mr Martin Kohlhauser as its new top executive to succeed Mr Walter Seipp, who is stepping down after a year of higher profits and an increased dividend.

Mr Kohlhauser, 55, will take over after the bank's annual meeting in May. He will not be called chairman of the management board (equivalent to chief executive) like Mr Seipp, but board spokesman.

This is in line with the other large German banks, Deutsche Bank and Dresdner Bank, where the senior executive is regarded as first among equals.

Commerzbank had nothing more to say on the talks, expected to lead to cross-shareholdings between itself and Credit Lyonnais, the state-owned French bank. Both banks are keen to take small stakes in each other after the Paris government's relaxation of controls on state-held concerns, although it is believed the final details have still to be worked out.

The link with Credit Lyonnais, with which the German bank already co-operates as part of the Europartners grouping, is expected to be a main topic at Commerzbank's annual press conference tomorrow. Full results for 1990 will also be given.

Yesterday, it announced its parent bank net profit, up by 19 per cent to DM437m (\$261.7m), and a DMI rise in the dividend to DM10. This makes it the only one

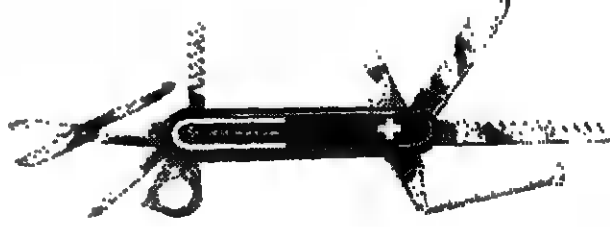
of Germany's big three banks to raise its 1990 payment.

Deutsche Bank has announced an unchanged payment and Dresdner Bank is expected to do the same. Both raised their 1990 dividends, however, while Commerzbank stayed put.

Commerzbank gave no indication of its policy on eastern European - including Soviet - debt risk, following Deutsche Bank's extensive provisions.

However, analysts expect it to set aside funds for loans outstanding to eastern Europe without going to the same lengths as Deutsche, whose move on the Soviet Union was criticised by Mr Seipp.

All these securities having been sold, this announcement appears as a matter of record only.



Who do you think placed over  
US \$1,000,000,000 of  
Euro Medium Term Notes  
in the first three months of 1991?

UBS Phillips & Drew



Money Markets: 071-901 1196

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## INTERNATIONAL COMPANIES AND FINANCE

## Pearson writes down £71m cash investment in BSkyB

By Raymond Snoddy in London

PEARSON, the UK publishing, banking and industrial group, has written down its full £71m (£126m) cash investment in British Sky Broadcasting, more than £100m of £202m total commitment in the satellite venture so far.

The provision led to an extraordinary loss of £38.9m, partly offset by Pearson's £40m share of the gain made by Elsevier, when it sold its stake in fellow Dutch publisher Wolters Kluwer.

Pearson, publisher of the Financial Times, had pre-tax profits of £100m in the year to December, compared with £100m in 1989 - a drop of 10 per cent. Elsevier profits accounted for £20m in 1990. Earnings per share fell 13 per cent from 67p to 58.5p with the 12.5p final dividend taking the total to 23.25p, an increase of 8 per cent.

As Pearson announced annual results, Elsevier's 24m shares in Pearson, representing 8.8 per cent, were sold to a range of institutions.

In March, Pearson sold its 22.2 per cent stake in Elsevier for £314m after admitting that it hoped for merger now impractical.

Lord Blakenham, Pearson chairman and chief executive, said that, against a background of recession and war in the Gulf, "we are very pleased with the performance of the business." He said the decision to write down the £71m BSkyB stake had been taken because

of the company's conservative accounting policies.

Pearson remained "an enthusiastic shareholder" in BSkyB, convinced that it had "greater potential than all the terrestrial ITV companies put together".

Information and entertainment produced profits of £156.6m compared with £157.1m in 1989. Oil saw a 12 per cent profit rise to £14.1m, investment banking fell 14 per cent to £38.3m, and fine china fell 2 per cent to £15.7m.

Newspaper trading profits dropped 19 per cent from £88.9m to £74.5m, reflecting the depth of the advertising recession. The FT group was down 18 per cent to £24.8m.

## Hoesch picks new chairman to succeed Rohwedder

By David Goodhart in Bonn

THE DISPUTE on the supervisory board of Hoesch, the German steel and technology group, over choosing a new chairman to succeed Mr Detlev Rohwedder, the assassinated head of the east German Treuhand agency, has been resolved in favour of Mr Ralf Neukirch, currently chairman of investment goods group Klöckner Humboldt Deutz (KHD).

The supervisory board announced last night that it had reached a unanimous decision and that Mr Neukirch would join Hoesch as soon as a date could be agreed.

KHD, Mr Neukirch has led KHD out of a loss-making three year period.

The shareholder representatives on the board had originally wanted Mr Hero Brahm, Hoesch finance director, who also had the support of Mr Rohwedder, but he was blocked by trade union representatives who believed he had taken too hawkish a position in the metal industry employers' organisation. Mr Brahm may now leave the company.

The supervisory board also announced yesterday that Hoesch sales had risen in 1990 from DM12bn (£7.1bn) to DM12.6bn but warned that earnings were lower, without giving any details.

Despite many years of diversification about half of Hoesch's profit still comes from steel and the weaker earnings reflect the weaker steel market.

## New top executive at Commerzbank

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other large German banks, Deutsche Bank and Dresdner Bank, where the senior executive is regarded as first among equals.

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Commerzbank gave no indication of its policy on eastern European - including East German - debt risk, following Deutsche Bank's extensive provisions. However, analysts expect it to set aside funds for loans outstanding to eastern Europe without going to the same lengths as Deutsche, whose move on the Soviet Union was criticised by Mr Seipp.

## Laidlaw 'willing to negotiate'

By Bernard Simon in Toronto

LAILAW, the Canadian waste management group, has said it is willing to negotiate with ADT, the US security and alarm company, over a lawsuit filed in New York court by ADT's largest shareholder which owns a 24.4 per cent stake in Laidlaw.

Mr Jackson said in an interview that although discussions with ADT's chief executive, Mr Michael Ashcroft, broke down over the weekend, "I'm hopeful that as a result of these negotiations Mr Ashcroft and I will redefine a relationship that's

productive both of us in the future."

He hoped talks would take place shortly.

Mr Jackson said the lawsuit, filed in New York court by ADT's largest shareholder which owns a 24.4 per cent stake in Laidlaw, was a tactical move to gain Laidlaw representation on the ADT board and lead to greater financial affairs.

Laidlaw is understood to be satisfied with ADT's offer of three seats on an expanded 12-member board. However, it is

reluctant to drop its lawsuit until tighter corporate governance rules are formally written into ADT's by-laws.

Laidlaw's relationship with ADT has hitherto been largely governed by a two-page standstill agreement drawn up in April 1989 by Mr Ashcroft and Laidlaw's founder Mr Michael de Grom.

Mr Ashcroft, who is a director of Laidlaw, is expected to attend the board meeting in Burlington, Ontario, tomorrow. Laidlaw will base its quarterly earnings after the meeting.

## Eridania in L252bn rights issue

By Haig Simonian in Milan

ERIDANIA, the agro-industrial subsidiary of Italy's Ferruzzi group, has announced a L252bn (£200m) rights issue to help finance expansion at Béghin-Say, the French sugar group it controls, and further growth in its own right.

The company said its results for that year, to be released later this month, were up on those of 1989, when consolidated net earnings amounted to L388bn on sales of L8,910bn.

The issue will help pay Eridania's share of Béghin-Say's FF33bn (£25m) growth plan in western Europe and in its own gradual push into consumer foods.

The complex rights issue, subject to approval next month, gives shareholders the choice between either one new savings share alone, or with a warrant, for every five savings or ordinary shares held.

The new savings shares will be priced between L4.50 and L5.20 next month, while the warrant has already been set at L1.50. The warrant will be valid to convert either existing or new savings shares into ordinary shares at any time up to July 1, 1994.

Monodis, Eridania's controlling company, has said it will take up or place its full rights, along with the associated warrants. Closing before the issue was announced, Eridania ordinary shares fell L180 to L7,250 while savings shares fell by L80 to L5,240 yesterday.

## VNU in talks on printing unit

By Ronald van de Krol

VNU, the largest Dutch publishing group, is holding "serious" talks with several companies in the Netherlands and abroad about selling all or part of its printing division.

The divestment, which would raise several hundred million guilders, would be completed within the next 18 months, Mr Joep Breijns, chairman, said yesterday.

VNU sold in November

its 100 per cent stake in printing unit VNU-Print, which accounted for 1990 annual turnover of F12.73bn (£1.9bn). Among the companies are magazines such as The Economist, Time and Newsweek, which print part of their weekly circulation at VNU's plant in the Netherlands.

Mr Breijns also said VNU

was interested in increasing its 11 per cent stake in VTM, the Flemish-language Belgian commercial television station, and its 19 per cent holding in RTL 4, a Luxembourg-based, Dutch-language commercial TV station that beams programmes to the Netherlands.

VNU posted a 7.3 per cent decline in 1990 net profit to F146m, due partly to provisions for future restructuring.

## Linde forecasts slower growth

By Andrew Fisher in Wiesbaden

LINDE, the German engineering group, expects slower growth in 1991 than in 1990, but will see capital spending by 10 per cent in around DM700m (£412m), Mr Hans Meinhardt, the group's executive, said.

Turnover in 1991 should increase by between 5 and 10 per cent, with profits also slightly higher, he added. Last year, group turnover rose 11 per cent to DM6.1bn, with pre-tax profits up by 9.5 per cent to DM479m, and net profits 14 per cent higher at DM212m. Net cash flow increased by 13 per cent to DM600m.

Linde has already proposed raising its dividend by DM1 to

DM1.5. Earnings per share rose DM42.50 against DM42.50 in 1990, but the figure was just over DM46, a 10 per cent rise. Mr Meinhardt said domestic profits had gone up, but those from abroad had fallen.

In the first two months of 1991, turnover rose 14 per cent to DM574m, the order backlog increased to DM5.5bn, and on end-February 1991, Linde booked a 16 per cent increase in new orders over 1990.

Linde plans to invest about DM200m in a new gas plant in Leuna, east Germany, and DM180m in Czechoslovakia, where it has taken a majority stake in Technopol, the country's biggest gas company.

Despite the rise in turnover and orders, Mr Meinhardt said it had become harder to assess the outlook for the rest of the year. As well as the US and the UK, France and Spain were now among the industrialised countries showing economic weakness.

Mr Meinhardt expressed uncertainty about the trend later this year in industrial handling equipment, which accounts for half of Linde's business.

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## Générale des Eaux sees rise

France's largest water distribution and public services group, estimates that net profits rose by slightly more than 20 per cent last year, writes William Dawkins.

Turnover rose from FF17.4bn in 1989 to FF18.1bn last year, of which FF17.1bn was more than FF17.1bn - was abroad. Consolidated net profits increased from FF1.53bn to more than FF1.72bn last year.

## MB-Caradon up at £101.7m

By Maggie Urry in London

MB-CARADON, the UK building products, cheque printing and packaging conglomerate, produced better than-expected results yesterday, pushing the shares up 11p to 216p.

Net profits were £101.7m (£180.67m) for 1990 compared with £80.1m in the previous nine months, or £17.7m in

pro forma basis for 1990.

Group sales were slightly down on the pro forma figure at £895.5m.

The surprise in yesterday's figures was the performance of the building products side, which includes bathrooms, radiators and metal packaging. This division pushed operating profits up 11.4 per cent to

£82.4m (against the pro forma figure) on sales only 1.7 per cent higher at £531.7m.

Mr Jansen said that MB-Caradon had a disappointing year. MB-Caradon has a 25 per cent stake in CMB following the merger of Metalbox Packaging and Caradon of France in 1989.

See Page 24

## Yves Saint Laurent remains cautious

YVES SAINT LAURENT, the French fashion and perfume group, saw a 12 per cent rise in net profits last year. However, it warned that a drop in airport duty free sales and the general recession were making conditions difficult this year, writes William Dawkins in Paris.

Net earnings rose from FF225m (£40.5m) in 1989 to FF252m last year, comfortably ahead of the forecast made at the time of Yves Saint Laurent's flotation on the second market in July 1989. Almost all of the gain came thanks to an 11.8 per cent - or FF25m -

fall in interest expenses.

Operating income fell by 5.5 per cent from FF562m in FF531 over the same period, mainly due to the fall of the dollar and the yen. At constant exchange rates, operating profit would have risen by 8 per cent, said the group.

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## The Seoul Asia Index Trust

International Depositary Receipts  
Evidencing Certificates in respect of 1,000 Units in the Trust

NOTICE IS HEREBY GIVEN to the holders of the Seoul Asia Index Trust that the Seoul Asia Index Trust has declared a dividend in the Republic of Korea amounting to Won 131,000 per Certificate in respect of 1,000 units, payable on or after April 25, 1991.

Payments of Coupon No 1 of the International Depositary Receipts will be made on April 25, 1991 against presentation of the Coupons to the Depositary Agents listed below, (in the case of Holders of bearer IDRs), or (in the case of Holders of registered IDRs) to the Holders of the Depositary is satisfied where the Register on the Record Date - March 31, 1991:

**DEPOSITARY**  
Chase Manhattan Bank Luxembourg S.A.  
5 Boulevard de la Liberté  
Luxembourg Grand  
L2012 Luxembourg

**DEPOSITARY AGENTS**  
The Chase Manhattan Bank, N.A.  
50 Pine Street  
New York, N.Y. 10005  
Singapore  
Chase Plaza  
34-35 Chung-dong  
Chong-ku  
Seoul  
Republic of Korea

Corporate Trust Department  
1 New York Plaza  
New York, N.Y. 10001  
U.S.A.

Chase Manhattan Bank (Switzerland)  
Rue du Rhône  
CH-1204 Geneva

The amount of dollars payable in respect of Coupons presented to an Agent of the Depositary by the Close of Business on April 25, 1991 and thereafter on the Record Date shall be the net proceeds of the sale of the amount of Won for US dollars at the prevailing telegraphic transfer selling rate of US dollars for Won as quoted by a foreign exchange bank in Korea on the day on which the relevant transfer is made.

The dividend proceeds will be distributed to the IDRs in proportion to their respective entitlement and after the deduction of all taxes and fees, charges, duties and expenses of the Depositary. All Certificate holders are required to submit the name and address of a bank in New York and a US dollar account number for payment, or an address for which payment should be sent by US dollar cheque.

All holders residing in a country having a double taxation treaty with the Republic of Korea may obtain payment at a lower rate of the Korean non-resident withholding tax, on condition they furnish to either the Depositary or through one of the designated Depositary Agents, a certificate showing their residence, together with a copy of the Certificate of Incorporation, or for individuals, a copy of their passport. These documents are requested by the Korean National Tax Administration Office as evidence of residence.

Without such proof of residence, the full rate of 28.875 per Korean non-resident withholding tax will be retained.

Depository Agent by April 25, 1991.

Chase Manhattan Bank Luxembourg S.A. as Depositary

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Jun. 25/40/2575 - 10  
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## MANUFACTURERS HANOVER

This announcement appears as a matter of record only

Industrial Minera Mexico,  
S.A. de C.V.

\$250,000,000  
Revolving Credit Facility  
March 4, 1981 to March 4, 1991

Manufacturers Hanover Trust Company is pleased to announce the noteworthy fulfillment of the Financing agreement undertaken by Industrial Minera Mexico, S.A. de C.V.

The Developing Markets Group

## GOLD FIELDS COAL LIMITED

(Incorporated in the Republic of South Africa)  
(Registration No. 01/0124/06)

ISSUED CAPITAL: 16,862,721 shares of 50 cents each

Quarter ended 31 March 1991 31 December 1990

OPERATING RESULTS (TONS 000)

Coal mined 2,988 2,401

Coal sold 1,984 2,111

FINANCIAL RESULTS (R000)

Operating revenue - net 61,108 74,038

Profit before tax 8,592 8,665

Sundry revenue - net 971 3,335

Profit before tax 9,563 11,708

Tax 5,622 4,485

PROFIT AFTER TAX 3,941 7,223

Capital expenditure 109 1,691

Dividend 109 1,691

Notes: 1. Tax: The new rates of mining and non-mining tax as announced in the budget by the Minister of Finance have been used in the tax computation.

2. Capital Expenditure: The unexpended balance of authorised capital expenditure at 31 March 1991 was R7 million.

3. Dividend: A dividend (No. 155) of 50 cents per share declared on 18 December 1990 was paid to members on 6 February 1991.

On behalf of the Board  
M B Forsyth  
G T Fortson  
Directors  
8 April 1991  
A MEMBER OF THE GOLD FIELDS GROUP

## FINANCIAL TIMES CONFERENCES

AEROSPACE  
AND COMMERCIAL AVIATION  
IN A  
RAPIDLY CHANGING WORLD

11 &amp; 12 June 1991, PARIS

An international conference to be arranged immediately prior to the Paris International Air Show.

Assumptions about the future for the industry are being reappraised in the light of events over recent months, including the economic difficulties in many countries and the effects of the war in the Gulf. The intention in holding this conference, which has the support of GEFAS and Air Cosmos, is to bring together industry leaders to share their views on the future prospects for the industry.

Speakers will include:

M. Henri Martre  
AerospacialeMr Stuart Iddles  
Airbus IndustrieMr Brian Rowe  
GE Aircraft EnginesMr Olof Lundberg  
INMARSATMr Louis J Williams  
NASAMr Joseph W N Nyagah  
Kenya Airways LtdMr Richard R Albrecht  
Boeing Commercial Airplane GroupM. Louis Gallois  
SNECMADr Johann Schäffler  
DASAMr John Weston  
British Aerospace Military Aircraft LimitedMr Karel van Miert  
Commission of the European CommunitiesMr Boris E Panyukov  
Minister of Civil Aviation, USSR

The language of the conference will be English/French and simultaneous translation will be provided.

AEROSPACE AND  
COMMERCIAL  
AVIATION
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INTERNATIONAL  
CONFERENCE

Financial Times Conference Organisation  
126 Jermyn Street, London SW1Y 4UJ, UK  
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Position \_\_\_\_\_

Company / Organisation \_\_\_\_\_

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Tel \_\_\_\_\_ Post Code \_\_\_\_\_

Type of Business \_\_\_\_\_ Fax \_\_\_\_\_

HA



## INTERNATIONAL COMPANIES AND FINANCE

## Westpac warns of lower dividend

Mark Westfield in Sydney

AUSTRALIA ■ Westpac Banking Corporation has warned investors it will cut its interim dividend and that its earnings in the six months to March 31 will fall short of expectations.

In a statement to the Australian Stock Exchange (ASX) yesterday, Westpac said its operating profit after tax for the first half of the financial year was being adversely affected by the deepening recession in Australia.

Last year, Westpac more than doubled net interim earnings of only A\$156m by adding A\$180m of surpluses from the staff superannuation fund.

Yesterdays statement said the depressed property markets in Australia and Britain had led to substantial provision against property loans, particularly those held by its wholly-owned subsidiaries, AGC and Bill Acceptance Corporation.

Westpac shares closed 8 cents lower in response to the statement at A\$3.96.

The bank said its debt provision for the six months would

approach the A\$586m (US\$453m) of the second half of last year.

Mr Derek Haywood, ■ bank's financial controller, said that full-year earnings would be closer to the lower end of analysts' expectations of about A\$550m, provided there was no further significant decline in conditions.

Loans on which borrowers were not paying interest had risen from A\$2.5bn at September 30 last year to A\$3bn at March 31.

The Australian share market

is heavily dividend-driven, particularly by the superannuation funds looking for fully-franked tax-free dividends. Any drop or anticipated fall in dividends is immediately punished in the market.

One ■ Australia's ■ respected bank analysts, Wilson Lee, of stockbroker Bain Securities, said he had revised his interim dividend forecast to between 13 cents and 15 cents a share, compared with 25 cents for the same period last year. He expected net earnings of about A\$250m for the half.

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The Australian share market

## AMP shrugs off Pearl setback

By Mark Westfield

AUSTRALIAN Mutual Provident Society's managing director, Mr Ian Salmon, said yesterday the yield from its A\$2.3bn (US\$1.8bn) acquisition of the Pearl Group had been 4 per cent negative in 1990.

Mr Salmon said Pearl "would work out to be an excellent investment" despite the negative return last year.

"Almost throughout the operation it is working as it may have done 20 years ago. It will be relatively straightforward to make quite important changes quickly," Mr Salmon said. "The changes we made last year were relatively minor but, despite that, we made a substantial increase in new business."

"Pearl was relatively immature in its business-producing capacity. It will turn out to be an excellent investment."

Mr Salmon also said that AMP had increased assets under management by 10.4 per cent to A\$63.5bn in the year to December 31 and policyholders' funds by 5.5 per cent to A\$53.7bn.

## Apparel posts NZ\$5.5m loss

APPAREL Holdings, the Brierley Investments' (BIL) subsidiary which operates a New Zealand chain of fashion stores, yesterday posted a loss of NZ\$5.5m (US\$3.3m) for the six months to January 31 on sales 15.5 per cent down at NZ\$18.6m, writes Terry Hall in Wellington. Last December the group forecast a "significant improvement in profits".

## Cuts as Rand Mines heads for 100

Philip Gawith on a shake-up before the mining group's centenary year

THE business world is an unsentimental place, as the Rand Mines group is discovering to its cost. Just a year before its centenary, the mining house that was once South Africa's largest is faced with the indignity of a large-scale restructuring, brought about by difficult conditions, particularly in the gold industry, bad luck and poor management.

Two recent initiatives suggest the group is at last receiving the sort of hard-headed managerial attention which has for so long seemed absent.

Barlow Rand, Rand Mines' parent, says it is "considering a reorganisation of certain interests" within its mining and mineral processing division. Meanwhile, Barroplate Mines, Rand Mines' platinum arm, has held unsuccessful talks about rationalisation with Rustenburg Platinum, the world's largest producer.

Within Rand Mines, the rationalisation has already begun, as a spate of announcements at the end of last year revealed:

■ Harmony, its flagship gold mine, would have to cut production by 20 per cent, involving considerable job-losses, in order to remain profitable.

■ Barroplate, its new gold mine, suspended operations in December, pending reassessment of its prospects.

■ Vanta, the group's Vanadium mine was closed and platinum prospect Kennedy's Vale was shelved.

From one perspective, these announcements are reassuring. They testify to the sort of firm managerial action that critics have long been demanding.

But what went so badly

wrong in the first place? Part of the answer lies in history. Analysts agree that, stretching back to pre-war years, Rand Mines was "late to the party" when it came to securing prime exploration prospects. This was largely due to the tardy attitude of its UK parent, Central Mining.

As a result, Harmony (in 1994) was the last important gold mine opened by the group which now only has five marginal gold operations that it manages. The smaller Barroplate mine closed last year.

Rand Mines took steps at the end of last year to begin rationalising its activities. While from one perspective, this was reassuring, the group has recently made some big miscalculations and poor investment decisions. Most analysts are united in their condemnation of the current management.

After only a year's production, another mine, ERPM, has achieved notoriety through the large losses it has run up. Analysts say these are in large part due to unrealistically optimistic assumptions made by Rand Mines about the gold price and possible recovery grades.

On the platinum side, Rand Mines failed during the 1980s to develop its rich and extensive prospects and was forced to take what it could get during the 1980s. This has left it with a second rate portfolio.

More recently, there have been big miscalculations, such as the group's exchange rate calculations which were optimistic to the point of eccentricity.

Mr Damay Watt, chairman, says the group had budgeted for an exchange rate of R2.90 to

the US dollar in 1990, not anticipating the ■ Bank's determination to protect the value of the currency. The actual rate stayed at about R2.55/\$1 for most of the year. Mr Watt believes this alone cost the group about R90m (US\$3.2m) in profit.

After a certain point, a series of miscalculations and poor investment decisions becomes mismanagement. Analysts are near unanimous in their condemnation of current management. One commented: "Not only have they not achieved

success, but they have failed to absolutely put things together. They have failed to get every facet of the business right." There is surprise that heads have not yet rolled among the executive managers.

Mr Watt has pronounced the financial year to September a watershed in which important decisions affecting the future profitability of the group must be made.

Whether 1991 will provide the sort of watershed he is looking for is open to doubt. Mr John Clemmow, mining analyst at stockbrokers George Huysamer, believes equity accounted earnings will drop from R15.92 per share last year to R13.84 this, below the level of four years ago.

He is also predicting Rand

Mines will cut its dividend, something mining houses are loathe to do, from 560 to 500 cents. The view of the market is clear. Although the price has recovered from a recent low of R53 to R70, on the news of possible restructuring, it is still a long way off the 1990 high of R140.

While the group is not exactly on its uppers - attributable profits in the year to September 1990 were R224.4m - it is the uncertainty of its performance that gives cause for concern. The vast bulk of profits - 73 per cent or R163.2m - came from interests in coal. Gold only produced R5.8m, or 2.4 per cent, of profits, compared to 27 per cent five years ago.

Aside from the coal interests, widely considered to be a good investment, the group's future appears gloomy, hence the cautionaries.

The key lies with platinum, in particular how the group proceeds with the further development of the Crocodile River platinum mine now that talks with Rustenburg Platinum have fallen through. How to finance the further R350m to R400m needed to develop the mine's underground operations will be a challenge, especially as the market will not be hurrying to give its money to a project which is a complicated geological proposition and a high-cost producer.

Decisions - most likely disposals - must also be made concerning Barroplate, Vanta and Kennedy's Vale. With the group already diluting its holdings in the gold mines it manages, Rand Mines will be much streamlined by the time of its centenary.

## FRANCHISING

The FT proposes to publish this survey on 4th May 1991. In addition to those businesses seeking to expand through franchising this survey will be of particular interest to many FT readers considering starting their own business. To advertise your opportunity or related service to this audience, please contact Gavin Bishop on 071 873 4874 or fax 071 873 3064.

## FT SURVEYS

## NORTHAMPTONSHIRE

The FT proposes to publish this survey on 1st May 1991. It will be of particular interest to the 130,000 directors and managers who are regular FT readers. If you want to reach this important audience, call Anthony Hayes on 021 434 0922 or fax 021 433 0809.

## FT SURVEYS

## parmalat finanziaria spa

(formerly Finanziaria Centro Nord S.p.A.)  
Registered Office in Milan - 15, Corso Italia  
Statutory Share Capital Lit. 715,210,000,000  
Registered at the Tribunal of Milan n° 312037/7822/87

## NOTICE OF EXTRAORDINARY AND ORDINARY GENERAL MEETING

Shareholders are invited to meet in Milan, 9, Via Panlano, at the Head Office of Assolombarda on April 30th, 1991 at 11.00 a.m. in first call and, if necessary, in second call on May 6th, 1991, at the same time and in the same place to discuss and resolve on the following agenda:

## Extraordinary Part

1) Precise statement on the present amount of paid up share capital following the exercise of the warrants issued with the bond loan 1988/1993 0%; consequent modification of the By-Laws art. 4. Resolutions.

2) Proposal to modify the By-Laws art. 17, concerning the Board of Directors and the Executive Committee's members fees. Resolutions.

## Ordinary Part

1) Financial Statements as of December 31st, 1990, Board of Directors' Report, Board of Statutory Auditors' Report, Independent Auditors' Report. Resolutions.

2) One Director's appointment.

3) Determination of the fees due to the Board of Directors and the Executive Committee's members.

According to the Law and the By-Laws, Shareholders will be admitted to the meeting upon deposit of shares with Head Offices in Milan - 15, Corso Italia or with the following entrusted Counters, five days in advance:

Banca Commerciale Italiana, Banco di Roma, Cassa di Risparmio di Parma, Cassa di Risparmio di Torino, Credito Commerciale, Credito Italiano, Credito Romagnolo, Istituto Bancario San Paolo di Torino, Monte dei Paschi di Siena, Monte Titoli S.p.A. (only for the stocks administered by this Institution).

At the meeting, the Group's consolidated financial statements as of December ■■ 1990, will be submitted to the shareholders.

Shareholders are required to produce an identity document for admission to the meeting.

This announcement has been published in the Gazzetta Ufficiale n° 70 of March 22nd, 1991, under "C" - 6193



## OTTOMAN BANK

The Leading Foreign Bank

Information requests to:  
Mr. D. Whittall, Deputy General Manager  
Tel: (1) 143 11 Fax: 90 (1) 144 64 71

United States Offering  
9,576,763 Shares

## The First Boston Corporation

Bear, Stearns &amp; Co. Inc.

Donaldson, Lufkin &amp; Jenrette

Hambrecht &amp; Quist

Montgomery Securities

Prudential Securities Incorporated

Smith Barney, Harris Upham &amp; Co.

Allen &amp; Company

Advest, Inc.

J.C. Bradford &amp; Co.

Dominick &amp; Dominick

Gabbelli &amp; Company, Inc.

Interstate/Johnson Lane

Ladenburg, Thalmann &amp; Co. Inc.

McDonald &amp; Company

The Ohio Company

Raymond James &amp; Associates, Inc.

Rodman &amp; Renshaw, Inc.

Sutro &amp; Co. Incorporated

Alex. Brown &amp; Sons

A. G. Edwards &amp; Sons, Inc.

Kidder, Peabody &amp; Co.

Lazard Frères &amp; Co.

Morgan Stanley &amp; Co.

Robertson, Stephens &amp; Company

Wertheim Schroder &amp; Co.

Oppenheimer &amp; Co., Inc.

Sanford C. Bernstein &amp; Co., Inc.

The Buckingham Research Group

First Albany Corporation

Gruntal &amp; Co., Incorporated

Kemper Securities Group, Inc.

C.J. Lawrence Inc.

Morgan Keegan &amp; Company, Inc.

Piper, Jaffray &amp; Hopwood

Roney &amp; Co.

Tucker Anthony

## Merrill Lynch &amp; Co.

Dillon, Read &amp; Co. Inc.

Goldman, Sachs &amp; Co.

Lehman Brothers

PaineWebber Incorporated

Salomon Brothers Inc.

Dean Witter Reynolds Inc.

S.G. Warburg Securities

William Blair &amp; Company

Dain Bosworth

First of Michigan Corporation

Howard, Weil, Labouisse, Friedrichs

C.L. King &amp; Associates

Legg Mason Wood Walker

Neuberger &amp; Berman

Rauscher Pierce Refsnes, Inc.

The Robinson-Humphrey Company, Inc.

Nicolais &amp; Company

Wheat First Butcher &amp; Singer

International Offering  
2,394,191 Shares

Credit Suisse First Boston Limited

Cazenove &amp; Co.

N M Rothschild &amp; Sons Limited

Merrill Lynch International Limited

Paribas Capital Markets Group

Swiss Bank Corporation

TODAY'S  
OPPORTUNITIES  
ARE TOMORROW'S  
APPOINTMENTS.

See the Top Opportunities page  
in Friday's FT.

## OPPORTUNITIES



**ACCOR**  
 A HOTEL, CATERING  
 AND SERVICES COMPANY

**ACCOR - NET INCOME UP 31 % in 1990**

The Board of Directors of Accor, the Paris-based international hotel and food service group, at its March 28, 1991 meeting presided by co-chairmen Paul Dubrule and Gérard Pélissier, approved the Group's statements for 1990.

In millions of	1990 FF	1989 FF	90/89 % change
Sales volume managed		19,919.1	+ 14.6 %
Net income from current operations	794.8	606.1	+ 31.1 %
Net income after minority interests			
Including exceptional items	1,004.7	736.5	+ 36.4 %
Cash flow	2,051.0	1,683.4	+ 21.8 %
Net earnings per share *	FF 40.31	FF 34.94	+ 15.4 %

\* Based on the average number of shares outstanding during the year.

Accor had another excellent year, meeting its budgeted targets despite the deterioration of the political and economic environment in the second half of the year.

The Group's performance was satisfactory in France, and outstanding in the rest of Europe, fuelled by:

- the growth of hotel activities in Germany, Austria and Belgium, particularly for the Ibis and Mercure chains;
- the performance of French restaurant activities, especially l'Arche, roadside restaurants and Pizzeria Del Arte;
- successful development of institutional catering operations in France, Italy and Germany; and
- growing contribution from meal and service vouchers in Italy, France and Belgium.

In Brazil, hotel and voucher activities were negatively affected by the implementation of the Collor government's economic recovery plan after March 1990.

For the Accor Group, 1990 was a year of strong external development, primarily with the acquisition, through its 40%-held IBL subsidiary, of the Motel 1 budget hotel chain in the US. In addition, jointly with one of the Group's core shareholders, Société Générale de Belgique, Accor purchased a minority interest in Belgium's Compagnie Internationale des Wagons-Lits tourism and hospitality group.

During the year, Accor opened 1,520 hotels - representing 179,800 rooms - of which 47 were Formula 1 budget hotels. Over 400 new restaurants and company-operated institutional caterers started operations last year, while the volume of meal and service vouchers issued rose by 26.5 % over the 1989 level. Finally, the Group established a tourism division, which acquired two cruise ships in association with France's Chargeurs group.

These acquisitions were funded in part by a FF 2 billion capital increase in January 1990, as well as by the issue of FF 3.8 billion in perpetual subordinated floating-rate notes (titres subordonnés à durée indéterminée, or TSDIs) in the latter part of the year.

As of 1990 year end, Accor owned and operated 1,520 hotels, for a total of 179,800 rooms, and 3,100 restaurants and 1,100 bars. In addition, its service vouchers were used by 4.8 million consumers daily. Accor has thus become the world's leading hotel and hospitality group and, for the first time, had net income of over FF 1 billion.

**Dividend**  
At the Annual General Meeting of Shareholders to be held on May 14, 1991, the Board of Directors will propose a dividend of FF 15.00 per share, net of "Avoir Fiscal" tax credit of FF 7.50, up from FF 12.50 in dividend and FF 6.25 in tax credit in 1989, an increase of 20 %. The dividend will be payable in cash or share form, following the same procedures as in the prior year.

**1991 outlook**  
Despite difficult conditions for the tourism industry in the early months of the year because of the Persian Gulf events, Accor's profitability should once again improve in 1991.

These securities have not been registered under the Securities Act of 1933 and may not be offered or sold in the United States except in accordance with the resale restrictions applicable thereto. These securities having been previously sold, this announcement appears as a matter of record only.

New Issue

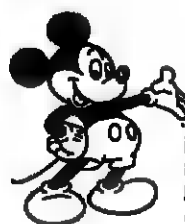


April 2, 1991

**INTERNACIONAL DE CERAMICA, S.A. DE C.V.**  
 company organized under the laws of The United Mexican States

1,520,000 American Depositary Shares  
 Representing  
 7,600,000 Shares of Series C Common Stock  
 Price U.S. \$8.38 Per ADS

These securities have been sold in a private placement and may be resold pursuant to Rule 144A under the Securities Act of 1933.

**NOMURA**
**NOMURA SECURITIES INTERNATIONAL, INC.**

**Euro Disney**  
 © Disney

FF 3,700,000,000  
 Senior debt financing  
 for Phase IB, Euro Disney

Banque Indosuez and J.P. Morgan & Cie S.A.  
 acted as co-financial advisors in this transaction

J.P. Morgan

Banque Indosuez

March 1991

**INTERNATIONAL COMPANIES AND FINANCE**
**Monsanto to sell animal feed arm to Japanese**

By Robert Thomson in Tokyo

MONSANTO, the US chemical company, has agreed to sell most of its animal feed ingredients business and related assets to Mitsui & Co, the Japanese trading house, and Nippon Soda, a leading Japanese chemical company, for around \$300m.

The two Japanese companies, which are keen to expand their agricultural investment in farm-related businesses, which Monsanto announced in October would be sold as part of a restructuring.

Japanese companies have rapidly expanded foreign investment in farm-related businesses as their government has gradually liberalised agricultural trade.

Until now, most of the investment has been directed to food exports to Japan, but the purchase of the Monsanto feed business signals that the two companies are keen to expand their international livestock operations.

Mr Kyuichi Suzuki, Mitsui's executive managing director, said that "we look forward to the new company continuing a strong commitment to Monsanto's business". Mitsui already has livestock feed interests in the US, but the new operations will make the company a significant international producer.

The sale, to be completed at the end of May, follows Monsanto's announcement of a 66.3 per cent drop in fourth-quarter net income, and a 19.6 per cent fall over the year. The company blamed the decline on poor weather, higher oil prices, and a slowing US economy.

Mr Robert Shapiro, executive vice-president of Monsanto, said the feed supplements business to be acquired by the Japanese companies reported sales during 1990 of about \$140m. Under the agreement, Monsanto will continue to operate two of its feed facilities for the buyers.

"This is a strong and successful business that is not central to our long-term objectives. With this sale we can tightly focus on our core strengths and better our company for future growth," Mr Shapiro said.

Officials at the two Japanese companies said they are yet to decide how they will divide the new business between them, but it is presumed Mitsui will take about a 60 per cent stake and Nippon Soda will hold the remainder.

Nippon Soda is strong in organic and agrochemicals, although profits have suffered because of high raw materials costs and rising labour charges in Japan.

In response, the company expanded its consumer products division, and the purchase of substantial US interests will also broaden its base.

Abbott Laboratories, the US pharmaceuticals and laboratory products group, yesterday unveiled an increase in first-quarter profit, Reuters reports.

The group reported first-quarter earnings of \$254.2m, or 69 cents a share, up from \$225m, or 51 cents, in the fourth quarter. Sales increased to \$1.65bn from \$1.44bn.

It said R&D expenses in its 1991 first quarter rose 18 per cent over last year to \$185m.

**American Barrick finds profit behind the hedge**
**Kenneth Gooding reports on the Canadian gold producer's moves to protect itself against low prices**

WITH more than US\$300m cash in hand, some of it raised via a carefully-timed share issue, the American Barrick Resources gold mining group expects to pick up some bargains from rival companies struggling to survive the present period of low gold prices.

Gold is trading below \$350 a troy ounce, and analysts suggest that it is about one-fifth of Canadian output is uneconomic. "We are entering a decade when only the big (gold mining groups) will survive," suggested Mr Bob Smith, Toronto-based Barrick's president, on a visit to London.

So far, there have not been many bargains available. North American gold companies. But a prolonged period of low gold prices might change the minds of some managers about what constitutes a fair price, he pointed out.

"It is becoming more difficult for other companies to compete and perform in current conditions. Opportunities will come along in the future which will make more economic sense for us," he said.

Some analysts suggest Barrick needs more acquisitions if it is to maintain its spectacular output growth. The company was set up only in 1983. Last year it produced 562,220 ounces of gold from its six mines. This year the total will rise to 600,000 ounces and next year to 650,000 ounces, he said.

Mr Greg Wilkins, chief financial officer, said Barrick has about 4m ounces of gold hedged through gold loans, forward sales, options and spot deferred contracts.

He insisted the company's earnings would continue to increase whether the gold price went up or down. In fact, Barrick's earnings would be higher with a gold price of \$300 an ounce than with a price of \$400 because of the protection given by the hedging programme and because the company would pay lower royalties.

Nevertheless, Barrick expected the gold price to recover during the 1990s. Mr Wilkins suggested that rising gold mining costs worldwide, slowing production, together with "American factors" such as a weak US dollar, recession, large trade deficits, eased monetary policy and crisis in financial institutions, would push the price back up. Additionally,

Barrick has identified nearly 18m ounces of proven and probable gold reserves at Goldstrike, Trend in Nevada. It is spending \$150m a year on development work at Goldstrike, destined to become the single biggest gold mine in North America, in output terms, in 1992.

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By Robert Gibbons in Montreal

PROVIGO, Canada's second largest food distributor, almost doubled operating net profit to C\$60.7m (US\$52.57m) in the year ended January 26 on sales ahead 6 per cent at C\$6.5 bn.

Final net profit was C\$0.7m, or 1 cent a share, against last year's C\$0.4m, or 60 cents, a year earlier. Fourth-quarter profit was 15 cents a share, against 9 cents, on a sales gain of 7 per cent.

Provigo said the turnaround in the food distribution business stemmed from rationalisation and gains in market share.



Bob Smith: searching for economic opportunities

from the exploration around existing operations which should ensure Goldstrike continues to play a vital role in Barrick's future growth. "The final chapter on reserves at Goldstrike has still to be written. We still don't know its full potential," he said.

The size of Barrick's gold reserves has enabled the company to enter into the most comprehensive price hedging programme in the industry and thus guarantee at least a minimum level of profits and effectively insulate itself against falling gold prices.

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Peter Munk: acquisition policy will not change

ally, inflation should return and "inflation usually fore-shadows a higher price for gold".

Barrick's founder and chairman, Mr Peter Munk, set up the Toronto-based company because he believed investors were looking for gold companies with operations entirely in North America. He said this policy would not change as Barrick sought further acquisitions. "I still believe that the market today will pay a premium for gold reserves in the US."

Mr Munk, who controls Barrick through his Horsham company, also set the tone of Barrick's financial conservatism, including the hedging programme.

Many other gold companies in the 1980s did not hedge because they believed investors preferred share prices to reflect the volatility of the gold price. But more than three years of falling gold prices has made hedging much more common.

Equity has played an important part in Barrick's growth. The company taps the market when conditions are favourable then keeps the proceeds until it has use for them. Barrick moved swiftly last August when the gold price showed a momentary improvement to raise \$107m before costs via a public issue of 5m shares.

Asked how Barrick was able to react so quickly to the brief rise in the gold price, Mr Munk said: "Like Roy Rogers, we are always prepared."

**Provigo doubles earnings**

By Robert Gibbons in Montreal

PROVIGO, Canada's second largest food distributor, almost doubled operating net profit to C\$60.7m (US\$52.57m) in the year ended January 26 on sales ahead 6 per cent at C\$6.5 bn.

Final net profit was C\$0.7m, or 1 cent a share, against last year's C\$0.4m, or 60 cents, a year earlier. Fourth-quarter profit was 15 cents a share, against 9 cents, on a sales gain of 7 per cent.

Provigo said the turnaround in the food distribution business stemmed from rationalisation and gains in market share.

The Canadian catalogue store division has been sold to a joint venture including Achemans & Van Heeren of Belgium for the equivalent of C\$190m.

Analysts expect Provigo to continue its recovery in the current year.

Provigo, the Montreal-based cable TV and broadcasting group, first-half earnings hit by higher financial charges for modernisation of the Canadian cable network and expansion of its cable system in southern England.

Net income for the period declined to C\$3.6m, against C\$8.2m a year earlier, on revenues of C\$236m, compared with C\$250m. However, after preferred dividends, Videotron had a final loss equal to 4 cents per common share against a profit of 18 cents a year earlier.

Second-quarter net income was C\$1.2m, against C\$3m, on revenues of C\$113m. After preferred dividends the loss equalled 3 cents a common share, against a profit of 3 cents a year earlier.

**NORTHAM PLATINUM LIMITED**

 (Incorporated in the Republic of South Africa)  
 (Registration No. 77/03252/06)

ISSUED CAPITAL: 87,500,000 shares of 1 cent each

	Quarter ended 31 March 1991	Quarter ended 31 December 1990	Nine months ended 31 March 1991
Pre-production Mine Development Expenditure (R000)			
Capital expenditure	84,008	92,985	244,221
Net income after tax	12,591	10,385	34,905
	71,415	82,600	

All income and expenditure has been capitalised as pre-production mine development expenditure.

(1) Tax: The new rate of non-mining tax as announced in the budget by the Minister of Finance has been used in the tax computation.

(2) Capital Expenditure: The unexpended balance of R1,000,000 capital expenditure at 31 March 1991 was R372.6 million.

(3) Shaft: No. 1 Shaft-Z The shaft was sunk 47 metres to a depth of 2,039 metres below collar. The cutting of the 12 Level station and the associated development was completed. Excavation of the Belt Level and pumping station is currently in progress.

No. 2 Shaft-Z Reef was intercepted on 6 Level and the development of a case to 6 Level has been started. Development on the other levels continues.

Surface Infrastructure Progress on surface works is proceeding in accordance with the schedule.

On behalf of the Board  
 A. Wright  
 C.T. Fenton  
 Directors

A MEMBER OF THE GOLD FIELDS GROUP

**ALGEMENE BANK NEDERLAND N.V.**

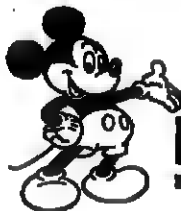
established in Amsterdam

**WARRANTS 1988/1998**

The undersigned refers to the amendment to the Trust Agreement dated 15 May 1988 that was adopted at the meeting of warrant holders held on 4 February 1991 and became operative on 21 February 1991, and announces that all rights and obligations by virtue of the Trust Agreement of 15 May 1988 have been transferred to ABN AMRO Holding N.V. as a consequence of the merger between Algemene Bank Nederland N.V. and Amsterdam-Rotterdam Bank N.V.

As a result, as from 15 April 1991 all warrants have to be surrendered to:  
 Algemene Bank Nederland N.V., Amsterdam,  
 Kredietbank S.A., Luxembourg, Luxembourg,  
 Swiss Bank Corporation, Basel.

The warrants will be provided with a stamp indicating the holders new entitlement to shares ABN AMRO Holding N.V.  
 The trustee: HUBRECHT TRUST COMPANY  
 Amsterdam, 8 April 1991


**Euro Disney**
**FRF 2,900,000,000  
 CREDIT FACILITY**
**for  
 PHASE IB, EURO DISNEY**

Arranged by

Banque Indosuez

Lead Managers

Banque Indosuez, Banque Nationale de Paris, Citibank, N.A.  
 Crédit Foncier de France, Crédit local de France, Crédit National  
 Deutsche Bank Aktiengesellschaft, The Long-Term Credit Bank of Japan, Ltd.  
 National Westminster Bank sa.

Co-Lead Managers

Société Générale, Barclays Bank Group  
 Caisse Centrale des Banques Populaires/CASDEN Banque Populaire  
 Crédit Suisse, Dresdner Bank Aktiengesellschaft, DSI Bank  
 The Industrial Bank of Japan, Ltd., The Yasuda Trust and Banking Company, Ltd.  
 (Paris Branch) (London Branch)

Managers

Banque San Paolo, Les Caisses d'Epargne Ecureuil de Paris et de Franche Comté, Bayerische Vereinsbank BV France  
 Generale Bank, The Mitsui Bussan Kaisha Bank, Ltd.  
 (Paris Branch) (Tokyo Branch)

Participants

The Daiwa Bank, Ltd. (London Branch), Banque Fédérative du Crédit Mutuel  
 Amsterdam-Rotterdam Bank N.V. (Paris Branch), Banque Communale de Belgique S.A.  
 Banque Française du Commerce Extérieur, The Hokuriku Bank, Ltd. (London Branch), Midland Bank S.A.  
 The Nippon Credit Bank, Ltd. (London Branch)

Agent

BANQUE INDOSUEZ

This announcement appears as a matter of record only

1991/04/19



k finds hedge  
Canadian gold  
against low prices



...Munk, acquisition  
policy will not change  
...Munk, acquisition  
policy will not change  
...Munk, acquisition  
policy will not change

INTERNATIONAL CAPITAL MARKETS

Treasuries trade quietly, and await possible rate cut

By Patrick Harverson in New York and Sara Webb in London

US GOVERNMENT bond prices moved in a narrow range amid quiet trading yesterday morning as the Treasury market waited to see if the Federal Reserve cuts interest rates in the wake of last week's had employment figures.

By midday, the benchmark 30-year bond was up 1/8 at 98 1/2, to yield 8.154 per cent. The two-year note, which was notably firmer last week, eased 1/8 to 100 1/4 to carry a yield of 6.900 per cent.

Most analysts believe the Fed will not move until sets of key economic data are released on Thursday and Friday. If the March producer and consumer price indices show inflation easing from its recent high levels, then the Fed may feel it has the room for another cut in interest rates.

A press report that some members of the Federal Open Market Committee - the Fed's chief decision-making body - are unhappy at the way Mr Alan Greenspan, the Fed chairman, unilaterally decided to ease monetary policy after the January and February employment data, added to the market's uncertainty yesterday.

The report alleged the FOMC has now curtailed Mr Greenspan's authority to cut rates on his own initiative, and that divisions over the direction of monetary policy run deep in the committee.

UK government bond prices rose yesterday, helped by the strength of sterling on the foreign exchange market, which has rekindled hopes of a cut in interest rates.

The 11 1/2 per cent benchmark Treasury bill maturing in

BENCHMARK GOVERNMENT BONDS

	Yield	Price	Change	Yield	Price	Change
UK GILTS						
30-year	8.154	98 1/2	+1/8	8.154	98 1/2	+1/8
10-year	7.750	102 1/4	+1/8	7.750	102 1/4	+1/8
5-year	7.250	105 1/4	+1/8	7.250	105 1/4	+1/8
2-year	6.900	100 1/4	-1/8	6.900	100 1/4	-1/8
US TREASURY						
30-year	8.154	98 1/2	+1/8	8.154	98 1/2	+1/8
10-year	7.750	102 1/4	+1/8	7.750	102 1/4	+1/8
5-year	7.250	105 1/4	+1/8	7.250	105 1/4	+1/8
2-year	6.900	100 1/4	-1/8	6.900	100 1/4	-1/8

London closing, New York morning session. Yields: Local market standard. Prices: US, UK in 32nds, others in decimal.

2003/07 opened at 111 1/2, up 1/4 from 111 1/4 on Friday, and closed at 111 3/4. The market is waiting to hear the March retail price index, due out on Friday. Figures from the Central Statistical Office yesterday, showing that new borrowing by consumers was down to \$3.8bn in February, the lowest monthly total since September 1989, had little effect on the gilt market.

YIELDS on Japanese Government bonds edged up in Tokyo as hopes of an imminent cut in interest rates in the US and Germany faded. The market was disappointed that the US Federal Reserve did not cut interest rates after last week's job market figures showed a sharp rise in unemployment. The yield on the benchmark 10-year note, which had risen to 7.125 per cent in London yesterday, was 7.125 per cent, trading at 101 1/2.

Trading volumes were thin and the volume in futures contracts was light in Tokyo. Only 31,115 contracts were traded with an underlying volume of 73,100bn compared with the average volume of 78,000bn to

many's DAX index and CAC index. But there are questions of disclosure regarding the German stock market which the SEC and the German authorities have yet to resolve.

The warrants will offer longer maturities than are available on exchange-listed options. Mr Bell believes there is room to "extend the principle

of cash-settled stock index warrants on futures indices into the US market".

Barclays de Zotte Weid was the leading bookrunner in equity covered and index-linked warrants during the first quarter, launching warrants worth \$550m, nearly a quarter of all new issues, the International Financing Review said.

Barclays Bank in move to issue warrants

BARCLAYS Bank has filed with the Securities and Exchange Commission to issue warrants on European stock indices in the US market, which the SEC and the German authorities have yet to resolve.

Barclays de Zotte Weid, the international banking arm of Barclays Bank which will structure the transactions, hopes to launch warrants on the UK's FT-100 index, Ger-

many's DAX index and CAC index. But there are questions of disclosure regarding the German stock market which the SEC and the German authorities have yet to resolve.

FT/AIBD INTERNATIONAL BOND SERVICE

Country	Issue	Yield	Price	Change	Yield	Price	Change
USA	100% 10/1/91	8.154	98 1/2	+1/8	8.154	98 1/2	+1/8
USA	100% 10/1/91	7.750	102 1/4	+1/8	7.750	102 1/4	+1/8
USA	100% 10/1/91	7.250	105 1/4	+1/8	7.250	105 1/4	+1/8
USA	100% 10/1/91	6.900	100 1/4	-1/8	6.900	100 1/4	-1/8
UK	100% 10/1/91	7.125	101 1/2	+1/8	7.125	101 1/2	+1/8
UK	100% 10/1/91	6.750	104 1/4	+1/8	6.750	104 1/4	+1/8
UK	100% 10/1/91	6.375	107 1/4	+1/8	6.375	107 1/4	+1/8
UK	100% 10/1/91	6.000	110 1/4	+1/8	6.000	110 1/4	+1/8
UK	100% 10/1/91	5.625	113 1/4	+1/8	5.625	113 1/4	+1/8
UK	100% 10/1/91	5.250	116 1/4	+1/8	5.250	116 1/4	+1/8
UK	100% 10/1/91	4.875	119 1/4	+1/8	4.875	119 1/4	+1/8
UK	100% 10/1/91	4.500	122 1/4	+1/8	4.500	122 1/4	+1/8
UK	100% 10/1/91	4.125	125 1/4	+1/8	4.125	125 1/4	+1/8
UK	100% 10/1/91	3.750	128 1/4	+1/8	3.750	128 1/4	+1/8
UK	100% 10/1/91	3.375	131 1/4	+1/8	3.375	131 1/4	+1/8
UK	100% 10/1/91	3.000	134 1/4	+1/8	3.000	134 1/4	+1/8
UK	100% 10/1/91	2.625	137 1/4	+1/8	2.625	137 1/4	+1/8
UK	100% 10/1/91	2.250	140 1/4	+1/8	2.250	140 1/4	+1/8
UK	100% 10/1/91	1.875	143 1/4	+1/8	1.875	143 1/4	+1/8
UK	100% 10/1/91	1.500	146 1/4	+1/8	1.500	146 1/4	+1/8
UK	100% 10/1/91	1.125	149 1/4	+1/8	1.125	149 1/4	+1/8
UK	100% 10/1/91	0.750	152 1/4	+1/8	0.750	152 1/4	+1/8
UK	100% 10/1/91	0.375	155 1/4	+1/8	0.375	155 1/4	+1/8
UK	100% 10/1/91	0.000	158 1/4	+1/8	0.000	158 1/4	+1/8
UK	100% 10/1/91	0.000	161 1/4	+1/8	0.000	161 1/4	+1/8
UK	100% 10/1/91	0.000	164 1/4	+1/8	0.000	164 1/4	+1/8
UK	100% 10/1/91	0.000	167 1/4	+1/8	0.000	167 1/4	+1/8
UK	100% 10/1/91	0.000	170 1/4	+1/8	0.000	170 1/4	+1/8
UK	100% 10/1/91	0.000	173 1/4	+1/8	0.000	173 1/4	+1/8
UK	100% 10/1/91	0.000	176 1/4	+1/8	0.000	176 1/4	+1/8
UK	100% 10/1/91	0.000	179 1/4	+1/8	0.000	179 1/4	+1/8
UK	100% 10/1/91	0.000	182 1/4	+1/8	0.000	182 1/4	+1/8
UK	100% 10/1/91	0.000	185 1/4	+1/8	0.000	185 1/4	+1/8
UK	100% 10/1/91	0.000	188 1/4	+1/8	0.000	188 1/4	+1/8
UK	100% 10/1/91	0.000	191 1/4	+1/8	0.000	191 1/4	+1/8
UK	100% 10/1/91	0.000	194 1/4	+1/8	0.000	194 1/4	+1/8
UK	100% 10/1/91	0.000	197 1/4	+1/8	0.000	197 1/4	+1/8
UK	100% 10/1/91	0.000	200 1/4	+1/8	0.000	200 1/4	+1/8
UK	100% 10/1/91	0.000	203 1/4	+1/8	0.000	203 1/4	+1/8
UK	100% 10/1/91	0.000	206 1/4	+1/8	0.000	206 1/4	+1/8
UK	100% 10/1/91	0.000	209 1/4	+1/8	0.000	209 1/4	+1/8
UK	100% 10/1/91	0.000	212 1/4	+1/8	0.000	212 1/4	+1/8
UK	100% 10/1/91	0.000	215 1/4	+1/8	0.000	215 1/4	+1/8
UK	100% 10/1/91	0.000	218 1/4	+1/8	0.000	218 1/4	+1/8
UK	100% 10/1/91	0.000	221 1/4	+1/8	0.000	221 1/4	+1/8
UK	100% 10/1/91	0.000	224 1/4	+1/8	0.000	224 1/4	+1/8
UK	100% 10/1/91	0.000	227 1/4	+1/8	0.000	227 1/4	+1/8
UK	100% 10/1/91	0.000	230 1/4	+1/8	0.000	230 1/4	+1/8
UK	100% 10/1/91	0.000	233 1/4	+1/8	0.000	233 1/4	+1/8
UK	100% 10/1/91	0.000	236 1/4	+1/8	0.000	236 1/4	+1/8
UK	100% 10/1/91	0.000	239 1/4	+1/8	0.000	239 1/4	+1/8
UK	100% 10/1/91	0.000	242 1/4	+1/8	0.000	242 1/4	+1/8
UK	100% 10/1/91	0.000	245 1/4	+1/8	0.000	245 1/4	+1/8
UK	100% 10/1/91	0.000	248 1/4	+1/8	0.000	248 1/4	+1/8
UK	100% 10/1/91	0.000	251 1/4	+1/8	0.000	251 1/4	+1/8
UK	100% 10/1/91	0.000	254 1/4	+1/8	0.000	254 1/4	+1/8
UK	100% 10/1/91	0.000	257 1/4	+1/8	0.000	257 1/4	+1/8
UK	100% 10/1/91	0.000	260 1/4	+1/8	0.000	260 1/4	+1/8
UK	100% 10/1/91	0.000	263 1/4	+1/8	0.000	263 1/4	+1/8
UK	100% 10/1/91	0.000	266 1/4	+1/8	0.000	266 1/4	+1/8
UK	100% 10/1/91	0.000	269 1/4	+1/8	0.000	269 1/4	+1/8
UK	100% 10/1/91	0.000	272 1/4	+1/8	0.000	272 1/4	+1/8
UK	100% 10/1/91	0.000	275 1/4	+1/8	0.000	275 1/4	+1/8
UK	100% 10/1/91	0.000	278 1/4	+1/8	0.000	278 1/4	+1/8
UK	100% 10/1/91	0.000	281 1/4	+1/8	0.000	281 1/4	+1/8
UK	100% 10/1/91	0.000	284 1/4	+1/8	0.000	284 1/4	+1/8
UK	100% 10/1/91	0.000	287 1/4	+1/8	0.000	287 1/4	+1/8
UK	100% 10/1/91	0.000	290 1/4	+1/8	0.000	290 1/4	+1/8
UK	100% 10/1/91	0.000	293 1/4	+1/8	0.000	293 1/4	+1/8
UK	100% 10/1/91	0.000	296 1/4	+1/8	0.000	296 1/4	+1/8
UK	100% 10/1/91	0.000	299 1/4	+1/8	0.000	299 1/4	+1/8
UK	100% 10/1/91	0.000	302 1/4	+1/8	0.000	302 1/4	+1/8
UK	100% 10/1/91	0.000	305 1/4	+1/8	0.000	305 1/4	+1/8
UK	100% 10/1/91	0.000	308 1/4	+1/8	0.000	308 1/4	+1/8
UK	100% 10/1/91	0.000	311 1/4	+1/8	0.000	311 1/4	+1/8
UK	100% 10/1/91	0.000	314 1/4	+1/8	0.000	314 1/4	+1/8
UK	100% 10/1/91	0.000	317 1/4	+1/8	0.000	317 1/4	+1/8
UK	100% 10/1/91	0.000	320 1/4	+1/8	0.000	320 1/4	+1/8
UK	100% 10/1/91	0.000	323 1/4	+1/8	0.000	323 1/4	+1/8
UK	100% 10/1/91	0.000	326 1/4	+1/8	0.000	326 1/4	+1/8
UK	100% 10/1/91	0.000	329 1/4	+1/8	0.000	329 1/4	+1/8
UK	100% 10/1/91	0.000	332 1/4	+1/8	0.000	332 1/4	+1/8
UK	100% 10/1/91	0.000	335 1/4	+1/8	0.000	335 1/4	+1/8
UK	100% 10/1/91	0.000	338 1/4	+1/8	0.000	338 1/4	+1/8
UK	100% 10/1/91	0.000	341 1/4	+1/8	0.000	341 1/4	+1/8
UK	100% 10/1/91	0.000	344 1/4	+1/8	0.000	344 1/4	+1/8
UK	100% 10/1/91	0.000	347 1/4	+1/8	0.000	347 1/4	+1/8
UK	100% 10/1/91	0.000	350 1/4	+1/8	0.000	350 1/4	+1/8
UK	100% 10/1/91	0.000	353 1/4	+1/8	0.000	353 1/4	+1/8
UK	100% 10/1/91	0.000	356 1/4	+1/8	0.000	356 1/4	+1/8
UK	100% 10/1/91	0.000	359 1/4	+1/8	0.000	359 1/4	+1/8
UK	100% 10/1/91	0.000	362 1/4	+1/8	0.000	362 1/4	+1/8
UK	100% 10/1/91	0.000	365 1/4	+1/8	0.000	365 1/4	+1/8
UK	100% 10/1/91	0.000	368 1/4	+1/8	0.000	368 1/4	+1/8
UK	100% 10/1/91	0.000	371 1/4	+1/8	0.000	371 1/4	+1/8
UK	100% 10/1/91	0.000	374 1/4	+1/8	0.000	374 1/4	+1/8
UK	100% 10/1/91	0.000	377 1/4	+1/8	0.000	377 1/4	+1/8
UK	100% 10/1/91	0.000	380 1/4	+1/8	0.000	380 1/4	+1/8
UK	100% 10/1/91	0.000	383 1/4	+1/8	0.000	383 1/4	+1/8
UK	100% 10/1/91	0.000	386 1/4	+1/8	0.000	386 1/4	+1/8
UK	100% 10/1/91	0.000	389 1/4	+1/8	0.000	389 1/4	+1/8
UK	100% 10/1/91	0.000	392 1/4	+1/8	0.000	392 1/4	+1/8
UK	100% 10/1/91	0.000	395 1/4	+1/8	0.000	395 1/4	+1/8
UK	100% 10/1/91	0.000	398 1/4	+1/8	0.000	398 1/4	+1/8
UK	100% 10/1/91	0.000	401 1/4	+1/8	0.000	401 1/4	+1/8
UK	100% 10/1/91	0.000	404 1/4	+1/8	0.000	404 1/4	+1/8
UK	100% 10/1/91	0.000	407 1/4	+1/8	0.000	407 1/4	+1/8
UK	100% 10/1/91	0.000	410 1/4	+1/8	0.000	410 1/4	+1/8
UK	100% 10/1/91	0.000	413 1/4	+1/8	0.000	413 1/4	+1/8
UK	100% 10/1/91	0.000	416 1/4	+1/8	0.000	416 1/4	+1/8
UK	100% 10/1/91	0.000	419 1/4	+1/8	0.000	419 1/4	+1/8



## INTERNATIONAL CAPITAL MARKETS

## Eurodollar and Ecu sectors win support from investors

By Simon London in London

NEW issue activity in the international bond market was subdued yesterday although conditions remain favourable with both the Eurodollar and the Ecu sectors finding strong support from investors.

The biggest issue of the day came from Province of Quebec.

## INTERNATIONAL BONDS

Offering \$10m of 10-year paper in a deal managed by Warburg Securities. The paper was re-offered to investors at a fixed price of 99.81, for a yield spread of 85 basis points over 10-year US Treasury paper. In February, Warburg launched a similar 10-year \$300m deal in Hydro-Quebec, the ECU-backed power company, at a spread of 105 basis points over Treasuries.

The spread on the Hydro-Quebec paper has narrowed considerably and its bid price last week quoted at 73 basis points over Treasuries. But many of the bonds are in the hands of continental Euro-

pean retail buyers and the issue trades expensively in the secondary market due to lack of liquidity.

The decision to price the bonds at a wider spread than the Hydro-Quebec paper appeared to be vindicated by the performance of the issue yesterday. Once the bonds were freed to trade, the spread remained at around 85 basis points. Demand was reported from the far east and middle east.

Syndicate managers expect supply of paper from Canadian provinces to continue this month, fuelled by the need to refinance redemptions of existing bonds. The higher budgetary requirements, however, currently mean a AA-credit rating from Moody's International Service and AAs from Standard & Poor's, the US credit rating agencies.

Supply of Canadian dollar paper continued yesterday with Prudential Funding Corporation offering C\$100m of five-year paper in a deal managed by Hambros. The paper carries a 10 per cent coupon and was priced at 101 1/4, to

yield 57 basis points over the 9 1/4 per cent Canadian government bond maturing 1996. The paper traded at 100 1/4 bid, well inside full fees of 1 1/4 per cent.

The lead manager said retail buyers retained a healthy appetite for Canadian dollar bonds despite the flood of new paper in the first quarter of the year. In the three months to end-March, nearly \$4bn equivalent of March was issued in the sector, against \$1.5bn last year.

The ECU sector of the market continued last week's rally, prompting speculation regarding new issues. Spain is expected to raise up to ECU1.5bn this month in a domestic issue with international syndication. The European Community may raise a smaller amount, perhaps by adding fungible paper to an existing issue.

BP America, the US arm of the UK oil giant, yesterday raised \$200m in the US bond market. The 10-year bond issue was managed by Lehman Brothers. The paper pays a coupon of 8 1/4 per cent and was priced to yield 65 basis points over US Treasury paper.

## NEW INTERNATIONAL BOND ISSUES

Borrower	Amount	Coupon	Yield	Maturity	Book runner
US DOLLARS					
Province of Quebec (Q1)	300	8 1/4	99.81	2001	1/2 A, SG Warburg Sec.
CDL					
IBM Int'l Finance NV (Q1)	60	8 1/4	(b)	1994	Paribas Capital Mkt.
CANADIAN DOLLARS					
Prudential Funding	100	10 1/4	101 1/4	1995	1 1/2 A, Hambros
DEMARS					
Barque Normale SA (Q1)	100	10 1/4	100 1/4	2001	2 1/2 A, SG
National Bank of Hungary (Q1)	100	10 1/4	100 1/4	1995	2 1/2 A, SG
SWISS FRACS					
Bankers Tel. (Frankfurt) (Q1)	30	10 1/4	100	1992	Bank Vortelco

Q1=Quarterly payments. (b)=Floating rate note. (F)=Fixed rate note. (N)=Not callable. (F)=Fungible with existing \$200m deal launched February. Fixed price reoffer - 100 1/4. (a)=Issue launched 6/91. Fungible with existing \$200m deal launched March.

## Unigestion sees net earnings fall 29%

By William Dullforce in Geneva

UNIGESTION, the Geneva-based financial company which took control of Banca della Svizzera Italiana (BSI) in Switzerland's largest commercial bank in 1988, yesterday reported a 29 per cent fall in net earnings in 1990.

The board proposes an unchanged dividend of Sfr23 per registered and bearer share and Sfr11.50 on each new

bearer share issued in July.

Results for the first three months of 1991 had been superior to those recorded during the same period of 1990, but it was too early to draw optimistic conclusions for the entire year, Unigestion said.

During 1990 Unigestion came within the orbit of Banca Corporation (SBC) which now holds nearly half of its stock. With the help of a short-term

loan from SBC, Unigestion acquired 100 per cent of Unigest Holding, the company which holds 35 per cent of the capital and 49.9 per cent of the voting rights of BSI, by buying out its partner, Mr George Klein, the New York real estate developer. In conjunction with a capital increase SBC acquired its 49.9 per cent stake, leaving 30 per cent with the Unigestion management.

## French bank in issue of asset-backed securities

By George Graham in Paris

CREDIT Lyonnais, the French state-owned bank, is to launch France's largest issue of asset-backed securities, a securitisation of personal loans.

The bank, which works in partnership with Bear Stearns, the US investment bank, for its securitisation deals, had already securitised FF1bn of personal loans a year ago in the first public offering of a "Fonds Commun de Créance", a form of mutual fund structure introduced into French law in 1988 to provide a framework for securitisation.

The new fund, which will include around 70,000 personal loans, will comprise FF1.75bn of preference shares, rated AAA by the US rating agency Moody's, and FF250m of subordinated shares to provide a reserve guaranteeing against the risk of default on the loans which make up the portfolio.

The preference shares will be publicly placed, but the subordinated shares will initially be taken up by Credit Lyonnais, possibly for a later private placing.

Securitisation has had a slow start in France since the introduction of the new law.

The most obvious loans to securitise are mortgages, but the interest rates paid on these in France are for the most part below market rates, which prohibits securitisation of loans with less than two years to run, which rules out other candidates such as credit card

## A question of conflicts of interest

An SEC inquiry has attracted attention, reports Patrick Harverson

AN alleged breach of US securities law in 1987 by Morgan Stanley has provoked a commissioner at the Securities and Exchange Commission, the US watchdog, into accusing the SEC of schizophrenia and raised an important question: conflicts of interest between securities firms and clients.

The Morgan Stanley case has attracted attention because of the bank's reputation as one of Wall Street's most blue-blooded investment houses and because it has opened a rift at the SEC over interpretation of commission advice by the securities industry.

The case has also shed light on the issue of how, during times of market crisis, brokers reconcile their own interests with those of wealthy clients who have borrowed from the firm using

collateral. Morgan Stanley has been accused of selling securities to clients because of an SEC investigation into Morgan Stanley's handling of 2.4m shares in Kaiserchem, a west German aluminium chemical company, which were sold shortly after the stock market crash in October 1987.

The investigation led to charges being filed last month against the firm, alleging it violated securities law by selling stock owned by a client with a controlling interest in Kaiserchem. Securities firms are not allowed to sell such stock without the client's approval, and then only in small amounts.

SEC is now rigorously charging the defence will pose two key questions: Can a securities firm act upon its

interpretation of a position taken by SEC staff in one of the commission's "action" letters; and can a firm quickly liquidate the margin account of a client who has defaulted on the basis of positions taken by SEC staff in no-action letters concerning control stock transactions.

No-action letters are widely used by lawyers keen to know how the SEC might rule on a matter of securities law. They contain answers provided by SEC staff to informal requests from outside the commission.

Mr Bob Mullen of New York law firm Milbank explained: "No-action letters are an essential recourse for securities lawyers. They are one of the few bodies of precedent in many areas of securities law."

In the case of the Kaiserchem shares, the SEC not only disputes Morgan Stanley's interpretation of the relevant letters, but also its right to interpret the positions taken by SEC staff in the no-action letters, which were not addressed directly to the firm.

This shocked Morgan Stanley. SEC had appeared content to let securities firms act upon no-action letters, whoever they were addressed to. This is where Mr Edward Felschman comes in.

Industry observers, Mr Felschman, one of the SEC's four commissioners, issued a statement lambasting the SEC for its schizophrenic treatment of

no-action letters. He claims the SEC says firms cannot use the letters as decision-making tools, yet regularly condones and encourages such use by members of the Securities Bar.

He points out the SEC conducts seminars to highlight significant decisions laid out in no-action letters, and publishes releases that interpret entire batches of no-action correspondence, all for the benefit of securities firms and their lawyers.

Mr Felschman wants the confusion cleared up by a statement from the SEC which allows lawyers to rely on no-action letters (whether addressed to them specifically or not) as representing the current views of the SEC staff who wrote them.

Lawyers may well interpret the letters wrongly, the commissioner, but that is up to them.

So far, the SEC has not responded to the commissioner's call and will not comment on the issue because of the impending Morgan Stanley hearing.

Mr Felschman is pessimistic about the chances of his call being heeded. He said last week: "I don't think anyone is going to do a thing about it. Three months from now the matter will disappear like a ripple on a pond. Until that, someone comes back to the commission and says: 'I resign'."

SEC commission Mr Felschman said: "Don't give us that nonsense. You had no right to reason anything from those letters." So where does that leave securities lawyers?

"I think that lawyers will be more anxious about their ability to use the letters predictively," said Mr Felschman.

Those who regularly use no-action letters agree.

One lawyer who represents a leading Wall Street brokerage house, said: "I'll continue to rely on them, but I'll have my fingers crossed."

The implications of the case for broker-client relationships are equally serious.

Following the SEC's charges, many brokerage firms will question whether they should continue to allow control stock to be used as collateral by clients seeking margin accounts (which allow investors to borrow money from the firm to buy shares).

Brokerage firms are happy to see buying stock margin accounts. It brings in fresh business and allows investors to diversify their portfolios.

If Morgan Stanley loses the case it would make control stock useless as collateral. A firm relies on its ability to sell collateralised stock as protection against default by a client.

If the SEC says control stock cannot be sold quickly and in one lump, even in a crisis, brokerage firms will stop accepting control stock as collateral for margin accounts, even if it is against their own and their clients' interests.

This would remove a lucrative source of income for many brokerage firms, especially the smaller regional ones, many of whose clients own controlling interests in companies and borrow funds via margin accounts (backed by control stock as collateral) to invest in the equity markets.

## Deutsche Bank chief retires

MR Michael von Brentano

who headed Deutsche Bank Capital Markets in London, has taken early retirement. Sources close to Mr von Brentano said he decided to retire rather than return to head office in Frankfurt.

Mr von Brentano, 57, joined the bank in 1974 and became a founding managing director of Deutsche Bank Capital Markets in London in 1988.

## Sapporo plans Y46.5bn warrant bond issue

By Emiko Terazono in Tokyo

SAPPORO Breweries, the Japanese brewing group, is to issue warrant bonds worth Y46.5bn later this month, with a maturity set for April 1992. This will be the first Japanese warrant bond since Nikon's Y20bn, launched last October.

Japanese equity issues have suffered for the past year due to the plunge in the Tokyo stock market, but Sapporo's

decision could trigger other companies, which are eager to raise cash, to return to new bond financing.

The official issuance limit for Japanese companies is to be relaxed to twice the amount of net assets, as opposed to the previous formula of capital legal reserves.

This is expected to lead to an increased number of domestic new issues, in the light of

which many companies were watching the outcome of the Sapporo Breweries launch, Daiwa Securities said.

According to figures announced by underwriting departments at 46 securities houses, domestic equity financing through stocks, convertible bonds, and warrant bonds plunged 88.8 per cent year-on-year to Y1,000bn in fiscal year 1990, due to the sharp decline

in share prices.

This compares with a record Y15,800bn the previous fiscal year.

New public share offers declined sharply to 34 per cent of Y197.7bn, compared with the previous 281 issues worth Y5,250bn. Convertible issues plunged 88.1 per cent to Y11bn from Y7,600bn and warrant bonds totalled Y1,000bn down 88.9 per cent.

## LONDON MARKET STATISTICS

## FT-ACTUARIES SHARE INDICES

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EQUITY GROUPS & SUB-SECTIONS									
Monday April 8 1991									
Index	Day's Change	Est. Yield (%)	Gross Yield (%)	Est. P/E Ratio	Index	Day's Change	Est. Yield (%)	Gross Yield (%)	Est. P/E Ratio
1 CAPITAL GOODS (137)	881.70	-0.6	11.25	5.48	10.99	9.61	886.64	887.71	883.99
2 Building Materials (24)	1140.39	-0.4	11.44	10.58	10.99	9.50	1140.39	1141.22	10.99
3 Contracting, Construction (31)	1396.13	-0.2	10.61	12.18	15.34	1403.60	1403.32	1411.13	1375.45
4 Electronics (28)	2434.55	-1.6	11.04	9.52	11.16	13.27	2463.13	2462.53	2495.28
5 Engineering-Aerospace (23)	1863.84	-0.5	8.45	4.79	13.78	3.12	1854.97	1857.87	1771.65
6 Engineering-General (47)	463.95	-0.6	10.94	6.37	8.12	8.86	466.42	467.78	456.40
7 Metals and Metal Forming (8)	467.31	-0.1	12.58	6.61	9.58	6.28	466.00	465.75	463.85
8 Motors (13)	506.16	-0.2	10.82	6.82	6.85	0.59	509.10	509.94	478.93
9 Other Industrial Materials (20)	342.79	-1.2	12.69	6.84	9.25	6.55	353.11	354.59	347.50
10 Textiles (13)	1574.36	-0.8	9.12	5.14	12.95	28.92	1586.61	1589.92	1577.48
11 CONSUMER GROUP (185)	1472.64	-0.4	8.32	14.90	14.90	9.69	1480.99	1481.93	1463.20
12 Food & Drink (22)	1779.89	-0.8	9.03	3.44	13.64	14.76	1794.58	1793.87	1793.77
13 Food Manufacturing (20)	1208.53	-0.2	9.37	4.03	13.14	15.95	1210.94	1210.94	1196.70
14 Food Retailing (16)	2824.07	-0.5	7.75	2.75	16.87	4.34	2810.49	2771.24	2700.48
15 Health and Household (23)	3254.59	-1.0	6.28	4.57	19.12	11.77	3300.32	3289.29	3256.53
16 Hotels and Leisure (21)	1376.41	-0.1	9.94	5.01	11.85	4.39	1390.53	1383.48	1313.43
17 Media (24)	1495.03	-0.2	9.24	4.52	13.60	14.07	1497.42	1498.63	1496.40
18 Packaging, Paper & Printing (16)	677.86	-0.3	8.24	4.86	15.18	5.03	679.90	680.02	677.32
19 Stores (31)	226.63	-0.1	13.54	5.40	8.25	2.21	232.45	231.39	229.15
20 Textiles (13)	1574.36	-0.8	9.12	5.14	12.95	28.92	1586.61	1589.92	1577.48
21 OTHER GROUPS (188)	1225.86	-0.2	8.82	4.92	12.46	8.15	1228.91	1229.33	1218.95
22 Business Services (13)	1217.93	-0.8	11.04	4.80	11.09	2.85	1227.74	1229.16	1225.78
23 Chemicals (23)	1274.25	-0.7	9.16	5.81	12.52	25.53	1284.01	1275.90	1278.98
24 Conglomerates (10)	1573.24	-0.8	10.64	6.53	11.21	10.64	1585.57	1578.53	1594.46
25 Transport (14)	2215.34	-0.4	11.16	4.66	10.92	6.97	2225.08	2218.87	2242.31
26 Electricity (14)	1154.71	-0.4	12.00	5.78	10.44	0.00	1154.89	1152.31	1149.27
27 Telephone Networks (9)	1460.80	-0.4	9.10	3.42	14.30	0.00	1454.88	1438.32	1425.34
28 Water (10)	1354.71	-0.4	12.54	5.40	8.25	39.49	1360.30	1360.30	1357.29
29 Miscellaneous (22)	1937.38	-0.5	6.14	4.81	20.39	21.39	1946.79	1933.06	1927.01
30 INDUSTRIAL GROUP (480)	1253.43	-0.5	9.40	4.42	13.09	9.39	1259.44	1252.15	1248.87
31 Oil & Gas (20)	2391.72	-0.2	10.82	5.57	12.06	38.85	2396.66	2396.66	2394.28
32 FINANCIAL GROUP (97)	1350.70	-0.4	9.58	5.46	12.95	11.66	1356.60	1347.81	1343.91
33 Banks (9)	838.51	-1.4	5.62	15.07	850.47	15.07	850.47	846.90	839.43
34 Insurance (41)	930.08	-1.7	7.88	5.91	18.28	21.93	946.49	934.68	931.30
35 Insurance (Compulsory) (6)	1257.19	-1.1	5.20	6.23	11.21	38.87	1257.19	1257.19	1256.66
36 Insurance (Brokers) (8)	1195.67	-0.6	6.13	5.62	23.28	20.10	1202.38	1187.56	1173.80
37 Merchant Banks (7)	433.16	-0.3	6.58	4.68	11.21	3.90	433.37	434.19	436.77
38 Property (40)	1026.22	-0.4	9.97	5.47	15.35	3.69	1026.72	1031.91	1028.02
39 Other Financial (2)	135.49	-0.3	9.51	6.15	12.96	3.59	135.49	135.49	135.49
40 Investment Trusts (6)	1213.40	-0.5	5.39	10.52	1220.08	10.52	1220.08	1213.77	1218.33
41 ALL-SHARE INDEX (666)	1225.31	-0.6	4.68	12.18	1232.32	12.18	1232.32	1223.55	1220.31
FT-SE 100 SHARE INDEX	2259.91	-15.4	2548.11	2500.01	2548.31	2549.51	2549.51	2488.31	2486.51

Figures in parentheses show number of stocks per section

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**Robert Maxwell: chairman  
of new joint venture**

managing director of the venture will be Mr Julian Costello, who launched a special channel for the computer companies of Europe on British Satellite Broadcasting. The service will be available on Sky Television.

**Local specialist businesses** could eventually be provided by the network structure although in the shorter term the emphasis will be more on creating satellite networks for the Western companies wanting to communicate between national offices.

Compared with the US, corporate satellite networks in Europe are still in their infancy but according to some estimates the European market could be worth up to \$100m a year within five years.

The reorganization is expected to include a large transfer of debt-equity transactions.

Courtaulds, the international specialty materials company, has combined three operations into a new corporate subsidiary, now called Courtaulds Aerospace and with turnover of some £100m, writes Steven Watkins.

The three offshoots are PRC (Product Research) Chemical Corp. which makes sealants and adhesives, DeSoto and DeSoto Titanine (aerospace coatings), and Courtaulds Advanced Materials (fibre-reinforced plastics). The company aims to co-ordinate the aerospace marketing of Courtaulds products.

**Earnings dipped to 8.28p (10.67p) while the single distribution is maintained at 1p.**

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- Unit-Linked products successfully launched
- Storms in first quarter and poor motor experience push general business into loss of £4.9 million

	1990 £'000	1989 £'000
Premiums — Life	155,834	140,130
— General	60,738	58,126
Profit before tax	18,783	20,681
Profit attributable to shareholders	14,501	16,436
Dividend per share	10.25p	8.20p
Earnings per share	18.14p	20.69p

The board recommends the payment of a final dividend of 6.75p per share to be paid on 17 May 1991 to shareholders on the register at the close of business on 25 April 1991.

The notice for the annual general meeting to be held on 18 May 1991 and the 1990 annual report and accounts will be sent to shareholders on 18 April 1991. Copies of the annual report may be obtained from the Secretary.

United Friendly Insurance plc, 42 Southwark Bridge Road, London SE1 8HE  
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### POLAND

The FT proposes to publish this survey on May 3rd 1991. 50% of Chief Executives of Europe's largest companies read FT. If you want to reach this important audience, call Patricia Stride, Tel: 071 873 3428 or Fax 071 873 3075 or Nina Kowalska, Warsaw, Poland. Tel: (22) 489787.

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The FT proposes to publish this survey on May 16th 1991. It will be of particular interest to the 93% and 40% respectively of Chief Executives in the UK/Eire and Europe who are regular FT readers. If you want to reach this important audience, call Kenneth Swan on 031 220 1199 or fax 031 220 1578, or write to him at Financial Times, 37 George Street, Edinburgh EH2 2JH.

**FT SURVEYS**

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## UK COMPANY NEWS

# Europa to become a battlefield?

Kenneth Gooding outlines the respective strengths and policies of the two factions vying for control of the mining finance company

**T**OMORROW'S annual meeting of Europa Minerals, the mining finance company where rebel shareholders are attempting to take over the board, could be chaotic.

The dissident shareholders, led by Mr Alastair Holberton, Europa's former managing director, with the support of Abbey Life Assurance, which holds 9.5 per cent, will attempt to replace three directors up for re-election with their own nominees.

Mr Holberton said last night that his group had taken considerable advice and the board's resolutions to re-elect Mr Arthur Smith, the new chief executive, and Mr Kenneth Lane and Mr Robert Rice, directors, were invalid.

The board earlier ruled out a resolution by the rebels to appoint Mr Nicholas Elliott as chairman because proper notice had not been given.

"It seems the only directors who can legally be elected are myself and Mr Hubbard," said Mr Holberton last night. Mr Robert Hubbard controls about 4 per cent of Europa.

Eventually the dispute will be settled by institutional shareholders because 37 per cent hold 92.7 per cent of the issued capital.

They include Standard Life (10.5 per cent), Standard Life (8.3 per cent), Kleinwort Benson (8.3 per cent), J Henry Schroder Wragg (6.9 per cent), and Morgan Grenfell (5.7 per cent).

Last night Europa's board was said to be "very confident" about the likely outcome of the annual meeting after examining proxy votes. But it is clear that some of the large shareholders will hold back until the meeting itself to cast their votes.

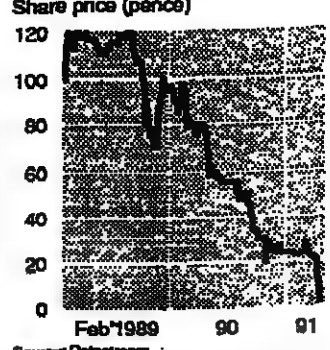
Europa was floated at 100p per share in February 1989. Last night the shares stood at 194p.

Last month the board announced it would sell its three UK coal mines, reduce staff levels and relocate the head office. Furthermore, all the directors have agreed to substantial pay cuts. Head office costs, which had soared to £2m, would be reduced to less than £500,000.

Mr David Hood stood down

### Europa Minerals Group

Share price (pence)



Source: Datastream

as chairman but remained on the board.

The rebels suggested the changes were belated and did not address the company's core problems.

Mr Holberton, who resigned last July after seven months as managing director, said he left after fundamental policy disagreements, including his belief that Europa should withdraw from the UK coal business, cut head office costs and concentrate on building on

its Australian interests, the chief of which is a 42 per cent stake in the Burnside gold mining company.

Mr Holberton said he was claiming damages totalling £268,000 from Europa but, if he returned as managing director, much of the claim would be referred to independent legal counsel and then considered by an independent committee of the board whose ruling he would be bound to accept.

Tomorrow's meeting could turn out to be only a preliminary skirmish.

The rebels have also requested an extraordinary meeting to put their case in detail and some of the institutional investors might well hold fire until then before finally committing their votes.

In the meantime, market rumour has it that 1m Europa shares, nearly 2.5 per cent of the issued capital, are at present on offer.

It is true, it implies that one institution lacks particularly bitter dispute.

## Home Counties downturn

**H**OME COUNTIES Newspaper Holdings, the publisher of 31 titles and paid for titles in London and the south east of England, suffered a sharp drop in profits from £4.27m to £2.82m in 1990, said Raymond Snoddy.

Mr Bill Coppen-Gardner, managing director, said the fall was entirely due to the advertising recession. Everything from property and situations vacant to car adverts had been severely hit.

"I can't see much of an upturn before mid-1992," said Mr Coppen-Gardner who emphasised that he was optimistic about medium term prospects for the company whose titles include the Hampstead and Highgate Express and the South Recorder series.

Group turnover was £20.48m (£16.9m) but earnings per share fell from 27.7p to 18.5p. A maintained final dividend of 5.5p contributes towards a total of 8.25p (8p).

The newspaper group is looking at ways of maximising revenues and cutting costs. Printing contracts will be looked at and there will be manpower savings.

Mr Coppen-Gardner declined to give details yesterday but it is likely that there some will be lost in the group at least through non-replacement and early retirement.

### NEWS DIGEST

share of 156.2p.

Most investment normally trade at a discount to net asset value and thus cannot make rights issues without diluting the net asset value.

However, the discount to assets has narrowed across the sector in the recent stock market rally.

One factor in diminishing the discount has been the trust's success in attracting private investors, who own 60 per cent of the equity.

Mr Eric Klobb, deputy chairman, said that the trust had aimed to get the issue away at a profitable price for shareholders, without hitting the peak of the European stock market cycle. The shares closed 11p lower at 182p yesterday.

Fortnum & Mason, the luxury department store, yesterday reported a marginal increase in profits for the 12 months to January 1991.

However, the improvement from £1.95m to £2.05m was a severe contraction in sales over the second six months. "For the first time in many years, sales in the all-important second half had failed to record any gain over the previous year," said Mr Gerry Weston chairman.

After an 18 per cent increase in sales in the first half, reflecting buoyant exports, turnover fell to £1.95m, down 1.1 per cent from £1.97m, but was offset by just over 7 per cent.

Earnings per £1 stock unit rose from 28p to 31p and a proposed final dividend of 10p lifts the total by 7p to 39p.

**Metsec dips 8% to £4.15m**

Metsec, the USM-quoted group which serves the building products, electronic products, engi-

neering and construction industries, experienced an 8 per cent fall in profits to £4.15m pre-tax for 1990.

Profits in the second half declined from £2.15m to £1.85m. The group, busy on the over front during the year, increased turnover by some 10 per cent to £24.5m.

A recommended final dividend of 3.7p makes a 5.4p (5.3p) total.

### UK side accounts for fall at ISA Ind

In 1990 and for the first time since it became a public company, ISA International, the computer consumables distributor, failed to achieve record profits - the taxable figure stood at £2.83m, down 13 per cent from 1989's £3.27m.

Turnover leapt to £71.44m (£43.33m), although the directors stressed that short-term turnover gains were being purposely sacrificed to protect against bad debts and to strengthen the balance sheet by reducing borrowings.

Operating profits were flat at £2.48m (£2.44m) and interest payable and similar charges took £672,000 (£181,000).

Worked through at 8.84p (7.06p) and a proposed final dividend of 0.874p makes a total of 1.369p (1.12p).

### Sykes-Pickavant declines to £1.2m

Sykes-Pickavant Group, the manufacturer and distributor of automotive, industrial and DIY tools, fell 25 per cent from £1.5m to £1.19m pre-tax in 1990.

Operating profits were 23 per cent lower at £1.38m (£1.79m) reflecting reduced margins, additional incurred in developing the diagnostics

business, and the integration of the Vitrex operation, according to Mr Ray Way, chairman.

Turnover advanced by more than £1m to £13.15m and earnings fell to £1.19m (£1.5m) per share. A same-gain final dividend of 3.5p is proposed for a maintained 5.75p total.

### North British Canadian assets fall

The North British Canadian Investment Company reported a net asset value of £64.9p per share as at February 28 1991 - a decline of some 11 per cent over the year.

Net revenue at the trust - which despite its title has 95 per cent of its investments in UK equities - rose from £731,090 to £897,584, for earnings of 12.4p (10.83p) per share.

A final dividend of 8.75p is recommended, lifting the total from 10.5p to 12.35p. A 3-for-1 scrip issue is also proposed.

### Modest downturn at Severfield-Reeve

Despite the downturn in the construction industry, Severfield-Reeve, the USM-quoted structural steel specialist, saw pre-tax profits fall by only £180,000 to £1.68m in 1990.

However, the company felt it had to reduce the final dividend to a recommended 2p to 3p (4p) total.

The profits dip would have been almost negligible, had it not been for a £159,000 provision for bad debts taken as an exceptional item. Turnover rose 10 per cent to £21.15m (£19.67m) and took more at £11.7m (£8.21m).

Mr John Reeve, chairman, said that the pressure on operating margins had tightened in the second half.

### ISSUE OF £1,000,000,000

### 9 per cent TREASURY LOAN, 2008

FOR TENDER AT A MINIMUM  
TENDER PRICE OF £94.25 PER CENT

### CORRECTION

The prospectus dated 5th April 1991 as advertised on 7th April and 8th April, concerning the issue of £1,000,000,000 of 9 per cent Treasury Loan, 2008, wrongly states in paragraph 1 that the Governor and Company of the Bank of England are authorised to receive tenders for £1,000,000,000 of the Loan and that the balance of £100,000,000 has been reserved for the National Debt Commissioners for public funds under their management.

The correct position is that the Governor and Company of the Bank of England are authorised to receive tenders for £200,000,000 of the Loan; the balance of £800,000,000 has been reserved for the National Debt Commissioners for public funds under their management.

**BANK OF ENGLAND**  
LONDON

8th April 1991

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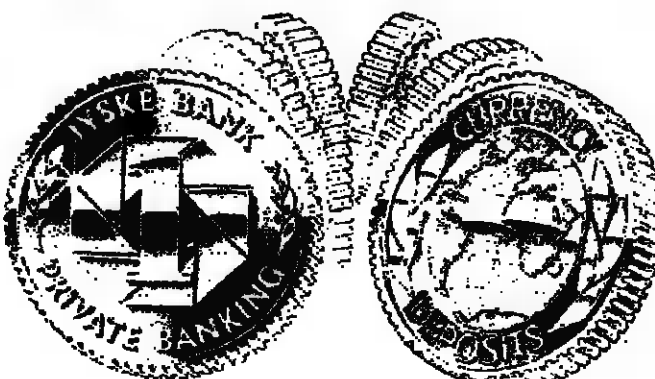
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ESP, Spain	11 1/4%	12%
ECU, European Currency Unit	-	8%

(Subject to alteration) (Interest rates as of 18 March 1991)



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## Overseas thirst for Grouse lifts Highland Distilleries

By Philip Rawsthorne

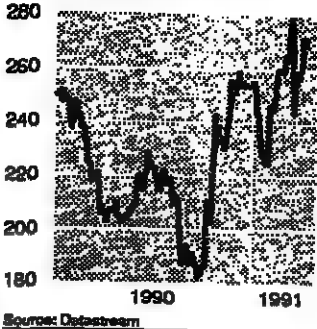
STRONG GROWTH in export sales of Famous Grouse whisky helped lift Highland Distilleries' first half pre-tax profits by 19 per cent from £12.7m to £15.0m.

Turnover for the six months to February 28 was 14 per cent ahead at £35.62m (£30.85m). Volume sales of Famous Grouse rose by more than 20 per cent in overseas markets. The extension of the distribution partnership with Remy Cointreau brought strong growth in the Netherlands and Thailand, as well as in France. Good progress was also made in the US, where IDV is the distributor, and in Italy (Most-Hennessy).

In the UK, the brand registered a 3 per cent increase in volume sales against a decline of 4 per cent for the Scotch industry as a whole.

### Highland Distilleries

price (pence)



An increased contribution to profits from sales of mature whisky to established blending customers; whisky were marginally than.

Mr Brian Ivory, managing director, said that the Budget increases in excise duty and VAT would make trading conditions in the UK more difficult in the second half.

"It is difficult to understand how the government can argue effectively for fairer treatment for Scotch whisky in the EC and elsewhere in the world when it continues to discriminate against Scotch in the UK," he said.

The group's £76m investment in November in Orpar, the controlling shareholder of Remy Cointreau, raised total investment income and interest received to £2.22m (£2.4m) but interest payable leapt from £105,000 to £1.13m.

The interim dividend of 1.38p (1.2p), payable from May 15, was up 19 per cent from 1.15p.

## Dewhirst cuts dividend as profits drop to £3m

By Alice Rawsthorne

DEWHIRST GROUP yesterday announced it is cutting its dividend for the first time in its 72 years as a public company after a fall in pre-tax profits from £5.51m to £3.02m for the year to January 18.

Mr Tim Dewhirst, chief executive of the clothing group, said the decision to cut the dividend had "not been taken lightly" but that it was "unavoidable because of the manufacturing company we have to be able to survive in our business."

A proposed final dividend of 0.54p (0.68p) reduced the total to 1.92p (2.15p). Earnings per share fell to 2.19p (3.88p). The shares slipped 1p to 23p on the announcement, yesterday.

Dewhirst, which is one of the biggest suppliers of clothing to Marks and Spencer, has like other clothing companies, been hit by the slowdown in consumer spending.

The group has responded by rationalising its interests - reducing its workforce by 500 to 4,500. The cost of rationalisation was expressed as an extraordinary item of £1.65m, more than half of which concerned the sale of John Graham Shows, a men's footwear firm bought in 1987.

Profits declined in every division, except for toiletries. Operating profits fell to £3.8m (£5.67m) on turnover of £121.56m (£102.45m). Interest charges amounted to £320,000 (£408,000) on average gearing of 20 per cent.

So far, said Mr Dewhirst, there had been no sign of a recovery in demand this year, although the downturn did seem to have "bottomed out".

The group is now negotiating with its customers over autumn contracts in the light of the recent rise in VAT.

Originally Dewhirst had expected to benefit from the fall in the wool price this autumn, when the clothing market is expected to begin its recovery. However, any gains from lower wool prices could now be countered by the rise in VAT.

Mr Dewhirst said it was impossible to predict the outlook for the full year until the uncertainty over VAT was resolved.

## Knights move around chequered board

Next May Vickers will have a new top team. Andrew Baxter reports

SIR DAVID Plastow is retiring at the end of May next as chairman and chief executive of Vickers, ending an eventful era for the UK tank, luxury cars and medical equipment group.

Mr David, 51, will be succeeded by Sir Colin Chandler, 51, who has been managing director since January 1990, while the new chairman will be Sir Richard Lloyd, currently the non-executive deputy chairman.

The appointments mean Vickers is ending the often criticised period of combining the roles of chairman and chief executive, although the company has been under much less pressure than other firms to split the roles than have other big quoted UK concerns.

The City seemed surprised by the timing of the moves, and the shares fell 3p to 233p yesterday in a falling market.

Mr Andy Chambers of the Nomura Research Institute said that most investors should have known that Sir Colin was due to leave from Sir David, even if the date of the handover was somewhat earlier than anticipated.

Sir David said yesterday that Vickers had decided to give its employees and shareholders as much warning as possible about the changes, which were prompted by a rule of the company that requires directors should retire at 60. Under the new management structure, there will be no managing director, although Sir Colin may continue to act in that capacity.

Vickers yesterday presented the changes as a well-planned event, the history of which could be traced back three years. The company had then, said Sir David, that it lacked an executive with the necessary mix of age and experience to replace him, and decided against the alternative of choosing one of Vickers' "younger Turks".

Sir Colin, meanwhile, had been seconded from British Aerospace to the Ministry of Defence, where he had been a key figure in negotiating the UK's defence agreement with Saudi Arabia.

He joined Vickers in late 1989 in a move seen by some analysts as an attempt by the company to cement its links with Whitehall - the company was then laying its ground-work for its current bid to supply new tanks for the British army.

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Despite Sir Colin's defence background, the appointments are unlikely to change the direction of the company, whose automotive business is its biggest sector, and the source of current cautious prospects among analysts.

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transformed by a series of acquisitions and disposals, and the tank business, established in 1911, is now the only remnant of the Vickers of 1911.

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### COMPANY NEWS IN BRIEF

**AMPHOTERIC:** Following discussions with Nobel Industries, Group of Sweden, conditional agreement have been reached with Berol Nobel AB for the sale and purchase of the technology, know-how and patent rights for £205,000 and with Berol Nobel Ltd for the sale and purchase of the stock for some £100,000. CRAY ELECTRONICS has sold its W&J Tod subsidiary, which

supplies sonar domes and urethane products to the defence industry, for £1.72m cash. Cray also announced the disposal of Sensors for £121,500. Combined proceeds will be used to reduce debt. METRO RADIO Group entered a conditional agreement to dispose of Singapore Group, which it acquired as a result of the takeover of Yorkshire Radio Network. Proceeds

of the disposal will total \$83.5m (£1.12m). PA CONSULTING Group, the management and technology consultancy, announced pre-tax profits of £1.1m to £1.1m in 1990 from turnover higher at £172.6m against £155.7m. The profit was struck after reorganisation costs of £4.6m reflecting reduced staff levels "in order to be better prepared to meet the

difficult trading conditions of 1991". TURRIFF CORPORATION has sold Staffwise and Staffwise Computing to a company controlled by RJ Harris and TR Wiseman, the principal original owners of Staffwise, for £285,000 cash. In addition, the purchases have assumed net borrowings of Staffwise and Staffwise Computing amounting to some £218,000.

## ALCATEL ALSTHOM

On April 3, 1991, the Board of Directors of Alcatel Alsthom, presided by Mr Pierre DUMAILLON, approved the group's financial statements for the year ended December 31, 1990.

**Alcatel Alsthom reports 20% increase in 1990 net earnings per share**

On sales of FF 144.1 billion, Alcatel Alsthom recorded a net income of FF 7230 million (FF 6,078 million in 1989), of which FF 5,136 million after minority interests (FF 4,937 million in 1989).

The 1990 and 1989 net income include exceptional profits of FF 144 million and FF 6,078 million respectively, arising from accounting for long-term contracts on a percentage-of-completion basis and no longer upon delivery. This change in accounting methods was adopted by Alcatel Alsthom and Societe Generale in 1989 and by Alsthom in 1990.

Excluding these changes, net income including minority interests increased by 10% over 1989. It represents 2.1% of total sales (4.1% in 1989, 3.2% in 1988).

Alcatel Alsthom's minority interest in the group's net income rose by 29%. Reflecting a 7% increase in the total number of Alcatel Alsthom shares outstanding in 1990, net earnings per share totalled FF 48.95, an increase of 20% over 1989.

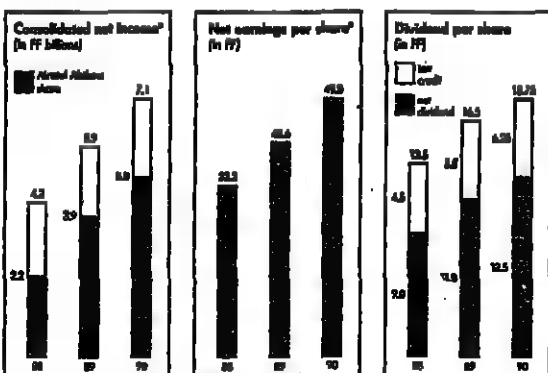
Parent company net income rose to FF 2,457 million, up 27% over the 1989 level of FF 1,934 million.

The Board will propose to the Annual General Meeting of Shareholders a total dividend distribution of FF 13.55 million, an increase of 20% over 1989. The dividend per share will amount to FF 12.50 net and FF 18.75 including tax credit, as compared to FF 11 and FF 16.50 respectively in 1989. The dividend will be payable on July 1, 1991. As in prior years, a motion to allow each shareholder to receive the dividend in share form will be proposed by the Board at the Shareholders' Meeting.

The Shareholders' Meeting will be held on June 27, 1991 at 2.30 p.m., at the "Palais des Congrès" in Paris.

In addition, the Chairman has also indicated that the Board has been apprised of Alcatel Alsthom's intention in the course of the first half of 1991 to merge with Générale Occidentale and Trocadero Participations and, separately, to merge with its subsidiaries Saft and Locatel, production and distribution activities of which will previously have been transformed into new independent subsidiaries.

Key Financial Results (in FF billions)		1990	1989
Net sales		144,033	143,897
Income from operations (after financing)		12,550	10,846
Net income before non-recurring items and minority interests		5,179	5,179
Net income before minority interests*		5,922	5,922
Net income*		3,904	3,904
Weighted average of shares outstanding (in millions)		102.9	96.0
Earnings per share* (in FF)		48.95	40.6



\*excluding changes in accounting methods

As far as Générale Occidentale and Trocadero Participations are concerned, it has become increasingly clear that the structures of Alcatel Alsthom publishing and media activities should be simplified, while enabling the Générale Occidentale minority shareholders - who will receive Alcatel Alsthom shares in exchange for their holdings - to benefit from the growth potential of a highly liquid internationally recognised security.

The future development of Saft and Locatel, which have experienced difficult market conditions in recent years, will require a substantially stronger equity basis than their present market capitalization can provide. The proposed transactions will enable the Group to establish a solid financial basis for these newly created operating subsidiaries on which they can build their long-term prospects.

The Chairman also indicated that the proposed exchange ratios, pending review and comment by the Statutory and Special Merger Auditors, are:

- 4 Alcatel Alsthom shares against 1 Générale Occidentale share
- 1 Alcatel Alsthom share against 4 Saft shares
- 1 Alcatel Alsthom share against 3 Locatel shares

The Board of Directors has given its preliminary approval to these transactions and has decided to meet on April 24 in order to finalize their terms for submission to the next Annual Meeting of Shareholders.

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## COMMODITIES AND AGRICULTURE

## LME acts to get early warning of squeezes

By Kenneth Gooding, Mining Correspondent

ANALYSTS yesterday gave a cautious welcome to plans by the London Metal Exchange to introduce measures which will give advance warning of squeezes or attempts to manipulate markets.

The exchange, which provides a reference point for nearly every metal contract signed worldwide, will from July extend its monitoring procedures by introducing a "large position reporting system".

Traders will be required to report to the LME daily futures and options positions, held for their own or named clients' accounts, that exceed certain limits.

Mr David King, LME chief executive, said that the objective was to give the exchange a better understanding of what was taking place in the market.

"It is in line with our statutory obligation to maintain an orderly market and shows our determination to keep the market orderly while sticking to our fundamental principles of free market forces," he said.

He stressed that the information to be confidential and that only two very senior members of the LME secretariat would know what large positions had been reported.

One LME board member said the exchange was increasing its defences against "malicious manipulation".

"There is a narrow dividing line between freedom and excess and from time to time people take advantage and manipulate the market. This has happened to all the metals in the past three years," he said.

"It will be helpful for the LME to know in advance when manipulation might happen and possibly nip it in the bud. The LME will take action more quickly when appropriate. But information means the market can be better governed and a better governed market is a better market," the board member said.

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## Zeepipe to include UK gas link

By Deborah Hargreaves

STATOIL has convinced partners in the Zeepipe gas pipeline that will carry Norwegian gas to the Netherlands when it is completed, to include a link that can tie into the UK pipeline system if needed.

The opening in the pipe means that a linking pipeline into the UK grid can be added later. This will ensure that Norway has adequate capacity to carry gas exports to the UK if the government gives the go-ahead.

StatOil, which is a 60 per cent partner in the Zeepipe project, currently has just one pipeline - the Frigg line - taking gas from the Norwegian sector of the North Sea to Scotland.

The company believes this will be sufficient for the next five to six years, but after that it may need to build a pipeline to the UK to accommodate an increasing flow of Norwegian gas.

StatOil, the UK exploration and production company, announced an important oil find off the coast of Nova Scotia in Canada.

The discovery amounts to some 5,000 barrels of oil a day. The field is a joint venture between StatOil and Nova Scotia Resources.

The International Petroleum Exchange will launch its naphtha futures contract tomorrow morning when Mr Donald Mackay, director of ICI Chemicals and Polymers, will

kick off trading. The contract was due to be launched at the end of January, but was delayed because of volatility in the oil market during the Gulf war.

Naphtha is refined from crude oil to provide a light feedstock for chemical plants and petrol producers.

The IPE's product, which has been developed in conjunction with the Petrochemical Feedstock Association, will mark the first time such a broad-based commodity has been traded on a futures exchange.

The contract is similar to a forward contract that currently trades in Rotterdam and the IPE sees demand for it among petrochemical producers.

Officers include Mr Noel Mason (president of ACEC-Union Miniere) and Mr James Lavelle (president of Industrias Pecuarias) as vice-chairs.

ICME will have its headquarters in Ottawa, Canada, and Mr Gary Nash, formerly senior vice-president of the Mining Association of Canada, responsible for environment, health and trade matters, has been appointed secretary.

Mr Nash said the first meeting of ICME senior executives was scheduled to take place on October 9 in London during a week when metals people from all over the world would attend the London Metal Exchange dinner and associated events.

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## Body set up as voice for safe mining

By Kenneth Gooding, Mining Correspondent

SOME OF the world's biggest mining companies have set up an organisation through which the industry will respond internationally to the growing pressures it faces on health, safety and environmental matters.

So far, ETZ, the world's biggest mining company, has not joined the International Council on Metals and the Environment (ICME), but it will be formally invited to join this week.

An ETZ official said yesterday that his company had been actively involved in the project since it was first announced last autumn, as he had his meetings in Kansas City in the US and CRA and Pasadena in Australia.

Mr Keith Hendrick, chairman of Noranda Minerals, the Canadian group, who is founding chairman of the ICME, said the initiative "marks an historic turning point for the international mining and metals industry."

"It clearly reflects a major change in the industry's approach to environmental and health issues. While the industry worldwide has been involved in extensive research and capital investment dealing with environment and health issues, it has not co-ordinated its knowledge, experience and resources to address international issues that go beyond individual and domestic corporate interests in a particular commodity," he said.

European companies among the 14 founding members of ICME include the Swedish ACRU-Union Miniere of Belgium; Metaleurop of France; and Kramet-SIL of France. From North America are Cominco; Falconbridge; Noranda Minerals; and the Doe Run Company; Minmetals USA; and Phelps Dodge.

The cartel, represented by industries Pecuarias and Chile by CODESA, MTM Holdings is the sole Australian representative so far.

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By Victoria Griffith in Sao Paulo

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"There won't be any international agreement this year," predicted a Rio de Janeiro-based trader. "Brazil will be looking to enter an accord with the favourable terms it enjoyed two years ago, but the exporters will not be quick to give up the market gains they have made since then."

According to the government, registrations were suspended to avoid speculation on Brazil entering an international coffee accord. The new pricing rules, says the government, will guard against speculation on coffee for export after September.

The coffee market doubts the rule change will make any difference. The closure of coffee export registrations after January 1992 remains closed.

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### ELECTRICALS -- Contd

**BUILDING, TIMBER, ROADS —**  
**Contd**

### ELECTRICALS -- Contd

## ENGINEERING – Contd

**INDUSTRIALS (Miscel.)—Contd**

### INDUSTRIALS (Miscel.)—Contd.

## CHEMICALS, PLASTICS

+28 Rampish & hackett Inc.	45	-.....	\$12.2	1.1
70 Lec Refrigeration..	280	+2	14.5	
111 EICA S-	60	-3	10.96	4

**FOOD, GROCERIES, ETC**

56	31	Cont. Stationery 10p.	59	.....	4.0	2.2	10.1
1421	841	Conkison 50p. ....	132	+2	96.0	q1.6	6.2
142	84	Conkison (Alum) 10p.	145	+6	7.7	8	7.2

163	1265 New Group	450	+1	115.0	3.1	4.40
450	289 Sirbe	121	-1	5.0	2.1	5.51
122	80 Silentnight 10p				1.8	3.71

## DRAPERY AND STORES

Do 7pcDrLn 2009-14...	395	-15	7%	450
Racal Telecom 5p...			m2.45	5.9

57	Nestle SA (Bel) SF100	£3351	-35	0200%	3.5
58	Do. (Reg) SF100	£3311	-32	0200%	3.5

199	152	Grande.....	192	+2	12.3	1.8	8.5
87	67	Do. 7.5p Cr Pfr 10p. y	82	-1	7.5	-	12.2
200	185	Do. 6.0p Cr Pfr 10p. y	188		68.0	1.8	6.4

16	12 Westerly 10p.....	15	12	1	1
450	373 Whatman 5p..	448	16	4	1

37	299 French Connection St.	34	2.7	-10.0	-
38	385 Gabriel Sp.	38	4.0	2.0	10.7
76	72 Gent (S.R.) 10p	74	3.0	2.6	5.4
99	32 Goldsmiths Grp. 10p	51	1.1	1.5	13.9

## ELECTRICITY

## HOTELS AND CATERERS

318	253	Montington Int. Sp. Co.	318	26	5.2	1.1
179	108	Huntleigh Tech. Sp. Co.	179	12.0	4.9	1.5
112	70	Trinity Tech. Sp. Co.	112	2.5	0.9	0.3

## ELECTRICALS

## ENGINEERING

## INDUSTRIAL S (Miscel )

[illegible]

E297	E20 Lincoln Nat Cps .....	E297	+1/2	Q\$2.72	-	5.1
371	298 Lloyd Thompson Sp. ..	345	...	17.5	2.4	2.7

7.01 1.54 8 1111

هاتو امن الاصل







Loan Charge	Cash Price	EMI Price	Offer + or -	Yield %
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*[The following page contains extremely faint markings which may represent illegible information or bleed-through from another document.]*

Compiled with the assistance of Lautro S.

that the managers will naturally rely on the price set on the most recent valuation. The prices shown

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DATE 07-17-2009 BY 60322 UCBAW

[illegible]

0.88	14
0.42	14
0.36	6.65
0.27	6.65
0.03	7.71



■ Current Unit Trust prices are available on FT Cityline. Calls charged at 45p per minute peak and 34p off peak, inc VAT. To obtain your free Unit Trust Code Booklet ring (071) 925-2128

Continued on next page



هاتفه ۱۱۱۱۱۱۱۱



**Morgan Stanley Japanese Warrent Fund NV**  
NAV \$14.0592











## NEW YORK STOCK EXCHANGE COMPOSITE PRICES



**NASDAQ NATIONAL MARKET**

3:00 pm prices April 8

[illegible]

**3:00 pm prices April 8**

[illegible]

The FT proposes to publish this survey on May 7 1991. 58% of Chief Executives of Europe's largest companies read the FT. If you want to reach this important audience by advertising, call Patricia Surridge on 071 873 3426 or fax 071 873 3079.

## FT SURVEYS



## Germany bounces 3.8% in technical rally